



Smithsonian

FY 2007 Budget Justification to OMB

September 2005

ADMINISTRATIVELY CONFIDENTIAL

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2006

Smithsonian Institution

Fiscal Year 2007
Budget Justification to OMB

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SMITHSONIAN INSTITUTION
Fiscal Year 2007 Budget Request to OMB
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THE SMITHSONIAN INSTITUTION IN THE 21st CENTURY

For 159 years, the Smithsonian has remained true to its mission: “the increase and diffusion of knowledge,” and over the last century and a half has become the world’s largest museum and research complex. The Smithsonian is, and wishes to continue to be, the world’s largest and most respected provider of museum experiences, supported by authoritative scholarship to connect Americans to their cultural heritage and enabling the Institution to act as an international leader in scientific research and exploration.

The Smithsonian’s collections are staggering in their breadth and depth. Consequently, we are visited by more people than any other museum complex on Earth, by a wide margin. The Smithsonian offers the world a picture of America and America a picture of the world, and visitors come to the Smithsonian to get that picture, and to get in touch with their historical, scientific, and cultural heritage.

The Smithsonian takes its task of serving the American public very seriously, and last year we kept that commitment as millions of visitors enjoyed (to mention just a few highlights): the enormous success of the new National Air and Space Museum Udvar-Hazy Center in Chantilly, Virginia; the National Museum of the American Indian on the Mall; the critically acclaimed exhibitions at the National Museum of American History, *The Price of Freedom: Americans at War* and *America on the Move*; and, at the National Museum of Natural History, the Kenneth E. Behring Family Hall of Mammals. The Smithsonian’s National Zoo is home to our giant pandas, Mei Xiang and Tian Tian, and a new giant panda cub born on July 9th. Millions of people around the world are watching their progress live on the Zoo’s website.

Our large and diverse collections of art continue to draw crowds. Some of the greatest works of art in this country—or the world—are at the Smithsonian. The Smithsonian’s art museums, the Freer, the Sackler, the Hirshhorn, the National Museum of African Art, the Cooper-Hewitt National Design Museum, the Smithsonian American Art Museum and its Renwick Gallery, and the National Portrait Gallery, collectively, are the third most visited art complex in the United States. Only the Metropolitan Museum of Art in New York and the National Gallery here in Washington get more visitors.

Over the decades, our commitment to “the increase and diffusion of knowledge” has raised new challenges. We are determined to meet them and

to transform the Smithsonian into a modern, 21st century institution that serves all Americans across the country, wherever they may live.

The Smithsonian's reputation rests on a strong foundation that enables us to continue with our great plans for the future. In 2006, we'll not only open Phase I of the Asia Trail at the National Zoo, but will also reopen the third building built by the American people in their capital, the historic Patent Office Building (POB), which was originally constructed in 1836 and is now the home of the Smithsonian American Art Museum and the National Portrait Gallery.

Looking ahead, we will open our 19th museum, the National Museum of African American History and Culture (NMAAHC), which the President and the Congress entrusted to the Smithsonian to expand and enhance our ability to serve the American people by telling vital stories that are a fundamental part of our nation's experience. We are honored that it will become part of our family of museums and research centers, and eagerly anticipate the day the Museum first opens its doors to the public. We are already making progress; we have hired our first director of the NMAAHC and we have set up a sterling Advisory Council for it.

Another very important long-term project that we are focused on is the Ocean Science Initiative at our National Museum of Natural History, the largest natural history museum in the world. The keystone of this over \$70 million project is an incredible exhibition—*Ocean Hall*, which is scheduled to open in 2008. A new endowed Chair for Ocean Science research and an Ocean Web Portal for educational outreach are the two other components of the program.

Yet, unfortunately, the Smithsonian is also an institution with a severely deteriorated infrastructure, outdated technology, and many aged, outmoded exhibitions. The Smithsonian has buildings that range in age from brand new to more than 160 years old. More than half of the buildings, and the heating, air-conditioning, and electrical distribution systems and controls required to operate them, have served well beyond their normal useful life spans. Although considerable progress has been made, the 2005 report of the Government Accountability Office makes it clear that the Institution has a well-documented and compelling need for dramatic increases in facilities revitalization and maintenance funding, which validates an average annual funding requirement of \$255 million.

International and domestic events of the last few years have adversely affected attendance, although visitors have started to return. Today's challenge is to build on the Smithsonian's reputation, rebuild the physical

plant, increase our visitation, and thereby expand the reach of a great and trusted institution.

The Smithsonian is a unique entity—an independent trust instrumentality—that depends on the federal Government for nearly 80 percent of its funding. Ever mindful of and grateful for this support from the American public, the Smithsonian will continue working with both OMB and Congress to provide each with the information necessary to justify their continued support. The Institution is also working to improve its performance in line with the President's Management Agenda, and has numerous initiatives under way to advance financial management, use e-Government wherever possible, improve human capital planning and management, and more closely integrate budgeting with long-term performance goals.

The Institution is also making great progress in revitalizing science at the Smithsonian. Today, there are more than 500 world-class scientists on the staff of the Smithsonian, augmented by roughly an equal number of fellowship appointments. They are at work at an astonishing array of worldwide field stations, laboratories, and research ships, using collections and databases that, together, constitute one of the world's greatest sources for scientific research. We are committed to making sure that the discoveries continue, in keeping with the 159-year-old tradition of supporting scientific excellence at the Smithsonian.

We have completed a five-year strategic plan for science that sharpens the focus of our scientific efforts and builds on the strengths of the four Smithsonian science themes recognized by the Science Commission: the origin and nature of the universe; the formation and evolution of the Earth and similar planets; discovering and understanding life's diversity; and the study of human diversity and cultural change.

In March of 2004, the Smithsonian's National Zoo was granted a full five-year accreditation from the American Zoo and Aquarium Association (AZA). The accreditation means that the National Zoo has met or exceeded the AZA's standards, which include all aspects of operations, management, and animal care. In January of this year, the National Academy of Sciences (NAS) final report concluded that, for the majority of the animal death cases it reviewed—including highly publicized deaths—the animals involved received appropriate care throughout their lifetimes at the National Zoo. The report also found "persuasive evidence the Zoo has many strengths, including the quality of its science programs and the dedication of its staff." As mentioned, Phase I of the Asia Trail at the Zoo will be done in 2006. In addition, the Zoo has completed work on its 10-year strategic plan, and the Smithsonian recently hired a new director for the Zoo.

The reach of everything the Smithsonian does, both the research and the museum activities, is expanded exponentially by websites and education and outreach programs.

The Smithsonian Institution Traveling Exhibition Service is the largest traveling exhibition service in the world and reaches more than five million people across the country every year. We now have 50 exhibits on tour, which will go to about 250 locations in the country this year.

Our Web presence has expanded dramatically in a short period of time. Five years ago, we had half as many visits to our websites as physical visits to our museums. Now, visitation on the Web is more than 300 percent of our museum visitation, and we expect to have received more than 100 million visits to our websites by the end of this calendar year.

Furthermore, we have been engaged in a major national outreach program. We now have 142 affiliates in 39 states, Panama, Puerto Rico, and Washington, DC. In an attempt to get as many of the Smithsonian's collections in storage out before the American public, we lend impressive objects to these local organizations.

The Smithsonian agenda is ambitious and focused. Given these successes, concerns, and budget realities, the Smithsonian's first priority is funding to keep Institution museums in operation, collections safe, and research programs intact (i.e., mandatory costs). These costs include requirements for staff salaries and benefits, legislated pay raises, utilities, postage, and rent.

The Smithsonian's second priority is funding for security for the Institution's staff, visitors, collections, and facilities, and protection against terrorist actions. This request includes funds to provide the minimum security staffing for the reopening of the Patent Office Building; construct permanent physical barriers around the National Museum of American History; and install glass mitigation at several Smithsonian museums.

The Smithsonian's third priority is to secure funding increases for National Academy of Public Administration (NAPA)-recommended activities, especially to address the Institution's critical facilities revitalization and information technology needs. This budget includes funding to continue to repair and renovate some of our oldest and most frequently visited museum facilities and to continue to improve the maintenance and cleanliness of the Institution's buildings. This budget also includes funds to continue implementing the Institution's Enterprise Resource Planning system, support

Information Technology requirements, and secure critical financial and contract administration support.

The Smithsonian's fourth priority is funding for collections care to correct serious deficiencies in the storage, conservation, preservation, and accessibility of the national collections. This budget provides funding for critical needs in collections care and preservation by supporting the highest priorities throughout the Institution to improve the overall stewardship of Smithsonian collections.

The Institution's fifth priority is its new museums, and specifically for the planning, fund raising, and management of the recently authorized National Museum of African American History and Culture and for improved visitor services at the National Museum of the American Indian on the National Mall.

Finally, the request includes several initiatives to address priorities for scientific research, including additional fellowships, scientific instrumentation, research equipment, and tropical soils research. This request also addresses vital resources needed to support regulatory and research requirements, as well as public exhibitions.

The Smithsonian plays a vital role in our country's civic, educational, and cultural life. Using art, artifacts, history, and science, the Smithsonian tells a comprehensive story—America's story. Now, more than ever, this is an important service to perform. To reach more Americans with such seminal stories, the Smithsonian needs to transform itself into a true 21st century institution. The Smithsonian Institution faces significant challenges if it is to continue to serve the public in an exemplary manner, with both engaging, modern exhibitions backed by authoritative scholarship and groundbreaking scientific research and exploration. What follows is our plan to meet these challenges as efficiently and effectively as possible.

SMITHSONIAN INSTITUTION FY 2007 BUDGET REQUEST SUMMARY

<i>Account</i>	<i>FY 2006 Appropriation</i>	<i>FY 2007 Request</i>
Salaries and Expenses	\$521,785,000	\$571,828,000
Facilities Capital	<u>99,524,000</u>	<u>167,200,000</u>
Total	\$621,309,000	\$739,028,000

For FY 2007, the Smithsonian's request to fund essential operating expenses and revitalization of the Institution's physical infrastructure is \$739 million. It includes \$572 million for Salaries and Expenses (S&E) and \$167 million for Facilities Capital. A detailed summary is provided in the table at the end of this section.

SALARIES AND EXPENSES

Mandatory Increases

Salaries and Related Costs (+ \$10,713,000) — The request funds a 3.1 percent pay raise for FY 2006 and a 2.4 percent pay raise for FY 2007. It also covers an increase for the Panamanian Social Security System and includes a decrease in the amount required for Workers' Compensation in FY 2007.

Non-pay Mandatory Items (+ \$11,903,000) — The Institution requests an increase to its Utilities, Postage, Rent, and other mandatory operating costs. Details are provided in the S&E section.

Program Changes

The following are priority program requirements for FY 2007:

Security/Anti-Terrorism (+ \$1,146,000) — The Institution is requesting additional security guards to provide the minimum essential security force for the reopening of the Patent Office Building (POB).

NAPA-Driven and Information Technology (IT) Needs (+ \$21,043,000) — The request supports improvements to the Smithsonian's facilities maintenance and building cleanliness needs as recommended by the National Academy of Public Administration (NAPA) and validated by the Government Accountability Office (GAO). The maintenance and cleanliness increases are intended to raise the Smithsonian's score under the industry standard from level 4 of 5 to level 3. Funds are also requested for the necessary improvements of the Institution's

financial system and for accounting and contract support. This request includes funds to upgrade obsolete IT infrastructure systems.

Collections Care (+ \$3,823,000) — This request provides resources to correct deficiencies in the storage, conservation, preservation, and accessibility of the national collections.

New Museums (+ \$5,552,000) — This request provides resources for the planning, fund raising, and management of the recently authorized National Museum of African American History and Culture (NMAAHC) and for improved visitor services at the National Museum of the American Indian.

Science Priorities (+ \$2,800,000) — This budget responds to several independent reports on science priorities by making improvements in critical research areas and requesting funds for essential equipment.

Other Program Changes (+ \$665,000) — This request provides resources to support the uncontrollable cost increases for both the Folklife Festival and periodical subscriptions. Funds are also requested for an Inspector General auditor to support the external financial statement.

Non-recurring Costs (-\$7,602,000) — This request reduces FY 2006 one-time costs of the National Portrait Gallery and the Smithsonian American Art Museum, which are associated with the reopening of the POB.

CAPITAL PROGRAM

The request for the Facilities Capital program (**\$167.2 million**) is critical to improve the deteriorating condition of some of the oldest buildings and maintain the current condition of other institutional facilities through systematic renewal and repair. Numerous independent entities have highlighted the poor state of Smithsonian facilities, including the GAO's April 2005 report, which stated that \$2.3 billion was needed over the next nine years to fix and maintain Smithsonian facilities. For FY 2007, this request provides for increased security and anti-terrorism requirements (\$13.2 million), and continues revitalization work at the National Zoological Park (\$23.9 million), the National Museum of American History (\$13.1 million), and the National Museum of Natural History (NMNH) (\$29.2 million). It also includes funds to replace the electrical systems at the National Air and Space Museum (\$10.0 million). The request also supports the replacement of aged facilities at the Smithsonian Tropical Research Institute (\$2.1 million), as well as funds to revitalize other facilities (\$41.7 million). In addition, the request includes funds to complete construction of a new code-compliant storage facility for NMNH's highly flammable collections at the Museum Support Center in Suitland, Maryland (\$5.4 million), and funds to plan and design future projects (\$28.6 million), including the new NMAAHC. Specific details are provided in the Facilities Capital section of this request.

SMITHSONIAN INSTITUTION

FY 2007 BUDGET REQUEST
BY APPROPRIATION ACCOUNT

SALARIES AND EXPENSES	FTEs	Amount
FY 2006 Appropriation (pre-rescissions)	4,716	\$524,281,000
FY 2006 0.476% Rescission		-2,496,000
Total FY 2006 Appropriation		521,785,000
FY 2007 Changes		
<u><i>Mandatory Increases</i></u>		
Salaries and related costs		10,713,000
Utilities, Postage, Communications, and Rent		8,231,000
Transit benefits		3,600,000
Audit costs and GSA disposal		72,000
<u><i>Program Changes</i></u>		
Security Requirement	21	1,146,000
NAPA-Driven and IT Needs		
Facilities Maintenance	104	15,611,000
Facilities Operations	34	3,137,000
Information Technology Programs		
Enterprise Resources Planning		1,363,000
Scientific workstations		279,000
Replace email and servers		260,000
Accounting and Contract Support	4	393,000
Collections Care		
SI Collections Care	14	3,096,000
National Zoological Park	3	727,000
New Facilities		
National Museum of African American History & Culture	24	5,377,000
National Museum of the American Indian	4	175,000
Science Reports Recommendations		
Fellowships and Scholarly Studies		800,000
Tropical Soils Research Initiative	2	200,000
Major Scientific Instrumentation		1,000,000
Research Equipment		800,000
Other Program Changes		
Folklife Festival		228,000
Research Publications		300,000
Inspector General Auditor	1	137,000
Non-recurring Costs		
National Portrait Gallery/American Art Museum		-7,602,000
FY 2007 Salaries and Expenses Request	4,927	\$571,828,000

FACILITIES CAPITAL	<i>FTEs</i>	Amount
FTEs in Base	38	
Revitalization:		
Security and Anti-Terrorism		13,200,000
National Zoological Park		23,900,000
National Museum of American History		13,100,000
National Museum of Natural History		29,200,000
National Air and Space Museum		10,000,000
Smithsonian Tropical Research Institute		2,100,000
Other Revitalization Projects	6	41,700,000
Construction:		
Museum Support Center, Pod 5		5,400,000
Facilities Planning and Design	2	28,600,000
FY 2007 Facilities Capital	46	\$167,200,000

FY 2007 REQUEST, ALL ACCOUNTS	4,973	\$739,028,000
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SMITHSONIAN INSTITUTION

SALARIES AND EXPENSES

Summary of FY 2007 Change

	<u>FTEs</u>	<u>Amount</u>
FY 2006 Appropriation (pre-rescissions)	4,716	\$524,281,000
FY 2006 0.476% Rescission		-2,496,000
Total FY 2006 Appropriation		\$521,785,000
FY 2007 Changes		
<i>Mandatory Increases</i>		
Legislated Pay Raises		10,713,000
Utilities, Postage, Communications, and Rent		8,231,000
Transit benefits		3,600,000
Audit costs and GSA disposal		72,000
Total Mandatory Increases		\$22,616,000
<i>Program Increases</i>		
Facilities Operations, Security, and Support		
Security guards for Patent Office Building	21	1,146,000
Improve Building Care and Cleanliness	34	3,137,000
Facilities Maintenance		
Critical Facilities Maintenance	104	15,611,000
Information Technology Programs		
Enterprise Resources Planning		1,363,000
Scientific workstations		279,000
Replace email and servers		260,000
Accounting and Contract Support	4	393,000
Collections Care Initiative		
Institution-wide Programs: Collections Care Fund	14	3,096,000
National Zoo increases	3	727,000
National Museum of African American History & Culture	24	5,377,000
National Museum of the American Indian	4	175,000
Outreach program: Fellowships and Scholarly Studies		800,000
Tropical Research Institute (soils research initiative)	2	200,000
Major Scientific Instrumentation		1,000,000
Research Equipment		800,000
Folklife Festival		228,000
Research Publications - Libraries		300,000
Inspector General Auditor	1	137,000
Total Program Increases		35,029,000
<i>Non-recurring Costs</i>		
National Portrait Gallery/American Art Museum		-7,602,000
Total Non-recurring Costs		-\$7,602,000
FY 2007 Request	4,927	\$571,828,000

SMITHSONIAN INSTITUTION
Salaries and Expenses
Summary of the 2005 and 2006 Appropriations, and the 2007 Estimate
(\$ in Thousands)

FTE = Full-Time Equivalent

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	FY 2005		FY 2006		FY 2007		ANALYSIS OF CHANGE		
	Appropriation		Appropriation		Request		Mandatory	Program	
	FTEs	\$000	FTEs	\$000	FTEs	\$000	Costs \$000	FTEs	\$000
MUSEUMS AND RESEARCH CENTERS									
<i>American Museums</i>									
29 Anacostia Museum/Ctr for African American History & Culture	21	1,864	21	1,927	21	1,963	36	-	-
33 Center for Folklife and Cultural Heritage	18	1,910	18	2,127	18	2,405	50	-	228
37 National Museum of African American History & Culture	27	3,944	19	2,946	43	8,428	105	24	5,377
42 National Museum of American History, Behring Center	195	19,962	197	20,182	197	20,728	546	-	-
48 National Museum of the American Indian	325	31,739	325	30,774	329	31,741	792	4	175
<i>Subtotal, American Museums</i>	586	59,419	580	57,956	608	65,265	1,529	28	5,780
<i>Art Museums</i>									
57 Archives of American Art	20	1,806	20	1,809	20	1,865	56	-	-
62 Arthur M. Sackler Gallery/Freer Gallery of Art	57	5,657	57	5,605	57	5,750	145	-	-
68 Cooper-Hewitt, National Design Museum	39	3,054	39	3,010	39	3,085	75	-	-
73 Hirshhorn Museum & Sculpture Garden	53	3,997	53	4,035	53	4,146	111	-	-
78 National Museum of African Art	37	4,175	37	4,238	37	4,321	83	-	-
83 National Portrait Gallery	63	4,957	64	8,615	64	5,441	154	-	(3,328)
89 Smithsonian American Art Museum	102	7,561	103	12,344	103	8,318	248	-	(4,274)
<i>Subtotal, Art Museums</i>	371	31,207	373	39,656	373	32,926	872	-	(7,602)
<i>Science Museums and Research Centers</i>									
95 National Air and Space Museum	171	16,262	171	16,117	171	16,623	506	-	-
103 National Museum of Natural History	413	42,177	420	43,562	420	44,821	1,259	-	-
112 National Zoological Park	213	17,576	222	20,173	225	21,478	578	3	727
121 Smithsonian Astrophysical Observatory	121	21,301	119	22,571	119	23,039	468	-	-
126 Smithsonian Center for Materials Research and Education	24	3,184	24	2,891	24	2,953	62	-	-
131 Smithsonian Environmental Research Center	35	3,006	35	3,144	35	3,247	103	-	-
136 Smithsonian Tropical Research Institute	248	11,514	248	11,603	250	12,422	619	2	200
<i>Subtotal, Science Museums and Research Centers</i>	1,225	115,020	1,239	120,061	1,244	124,583	3,595	5	927
Total Museums and Research Centers	2,182	205,646	2,192	217,673	2,225	222,774	5,996	33	(895)

SMITHSONIAN INSTITUTION
Salaries and Expenses
Summary of the 2005 and 2006 Appropriations, and the 2007 Estimate
(\$ In Thousands)

FTE = Full-Time Equivalent

Page #

Page #	FTE = Full-Time Equivalent	FY 2005		FY 2006		FY 2007		ANALYSIS OF CHANGE		
		Appropriation		Appropriation		Request		Mandatory Costs	Program FTEs	Program \$000
		FTEs	\$000	FTEs	\$000	FTEs	\$000			
PROGRAM SUPPORT AND OUTREACH										
143	Outreach	66	10,050	65	9,534	65	10,518	184	-	800
151	Communications	19	1,480	19	1,527	19	1,562	35	-	-
154	Institution-wide Programs	0	6,053	0	6,581	14	10,915	-	14	4,334
167	Office of Exhibits Central	38	2,598	38	2,589	38	2,681	92	-	-
170	Major Scientific Instrumentation	0	3,944	0	3,925	0	4,925	-	-	1,000
175	Museum Support Center	23	1,640	25	1,704	25	1,734	30	-	-
177	Smithsonian Institution Archives	20	1,656	20	1,739	20	1,789	50	-	-
180	Smithsonian Institution Libraries	103	8,611	103	9,098	103	9,621	223	-	300
Total Program Support and Outreach		269	36,032	270	36,697	284	43,745	614	14	6,434
ADMINISTRATION		335	63,903	346	65,850	351	68,443	599	5	1,994
FACILITIES SERVICES										
194	Facilities Maintenance	343	39,371	338	45,958	442	62,136	567	104	15,611
200	Facilities Operations, Security and Support	1,729	144,083	1,570	155,607	1,625	171,130	11,240	55	4,283
Total Facilities Services		2,072	183,454	1,908	201,565	2,067	233,266	11,807	159	19,894
Transit Benefits		-	-	-	-	-	3,600	3,600	-	-
GRAND TOTAL, SMITHSONIAN INSTITUTION		4,858	489,035	4,716	521,785	4,927	571,828	22,616	211	27,427

SALARIES AND EXPENSES

FY 2005 Appropriation	\$489,035,000
FY 2006 Appropriation	\$521,785,000
FY 2007 Estimate	\$571,828,000

For FY 2007, the Institution requests \$571.8 million in the Salaries and Expenses account. Within the total increase requested, approximately 45 percent is attributable to mandatory costs for sustaining base operations (pay, utilities, rent, etc.), and the remainder is for priority program requirements within the Institution. These increases are partially offset by non-recurring FY 2006 costs of -\$7,602,000.

SALARY AND RELATED COSTS — The Institution requests an increase of \$10,713,000 for higher projected salary and benefits costs in FY 2007 as described below. This request is limited to the unfunded portion and annualization of the 2006 pay raise, the proposed 2007 pay raise, and an increase for the Panamanian Social Security System costs. These increases are partially offset by a decrease required for Workers' Compensation. The following is a line-item display of the pay required:

Salary and Related Costs:

▪ Unfunded FY 2006 pay raise (2.3% vs. 3.1%)	\$1,702,000
▪ Annualization of 2006 pay raise (1/4 year 3.1%)	2,699,000
▪ 2007 pay raise (3/4 year 2.4%)	6,374,000
▪ Panamanian Social Security System	295,000
▪ Workers' Compensation	<u>-357,000</u>
Total	\$10,713,000

- **Unfunded Portion and Annualization of the 2006 Pay Raise (+ \$4,401,000)** — funds the unfunded portion of the FY 2006 pay raise and annualizes the January 2006 pay raise (3.1 percent) for one-quarter of a year.
- **Proposed 2007 Pay Raise (+ \$6,374,000)** — funds the anticipated 2.4 percent January 2007 pay raise for three-quarters of a year.
- **Panamanian Social Security Increase (+ \$295,000)** — funds the recently passed Panamanian law that addresses their financially troubled Social Security System. The law was signed by the President of Panama and will take effect on January 1, 2006. The new law will increase the contributions for both employers and employees.

- **Workers' Compensation (-\$357,000)** — supports the provisions of Section 8147(b) of Title 5, United States Code, as amended by Public Law 94-273. The Workers' Compensation bill for FY 2007 is \$3,216,000 based on actual costs incurred from July 1, 2004 through June 30, 2005, as provided by the Department of Labor. With an amount of \$3,573,000 in its FY 2006 base, the Institution's budget is decreased by -\$357,000.

FY 2007 Increased Pay Costs

(Dollars in Thousands)

LINE ITEM	FY 2006 Unfunded/ Annualization	FY 2007 Pay Raise	Total
Anacostia Museum and Center for African American History and Culture	13	23	36
Center for Folklife and Cultural Heritage	21	29	50
National Museum of African American History and Culture	36	69	105
National Museum of American History, Behring Center	191	334	525
National Postal Museum	10	11	21
National Museum of the American Indian	346	446	792
Archives of American Art	25	31	56
Arthur M. Sackler Gallery/Freer Gallery of Art	58	87	145
Cooper-Hewitt, National Design Museum	28	47	75
Hirshhorn Museum and Sculpture Garden	46	65	111
National Museum of African Art	28	55	83
National Portrait Gallery	66	88	154
Smithsonian American Art Museum	106	142	248
National Air and Space Museum	222	284	506
National Museum of Natural History	538	721	1,259
National Zoological Park	261	317	578
Smithsonian Astrophysical Observatory	192	276	468
Smithsonian Center for Materials Research and Education	19	43	62
Smithsonian Environmental Research Center	49	54	103
Smithsonian Tropical Research Institute	146	178	324
Outreach	72	112	184
Communications	15	20	35
Office of Exhibits Central	41	51	92
Museum Support Center	9	21	30
Smithsonian Institution Archives	20	30	50
Smithsonian Institution Libraries	92	131	223
Administration	342	542	884
Facilities Maintenance	218	349	567
Facilities Operations, Security, and Support	1,191	1,818	3,009
TOTAL INCREASED PAY COSTS	4,401	6,374	10,775

UTILITIES, POSTAGE, COMMUNICATIONS, RENT, AND OTHER MANDATORY COSTS (+ \$11,903,000) — For FY 2007, the Institution requests a net increase of \$11,903,000 for utilities, postage, communications, rent, and other mandatory expenses to cover costs attributed to increased consumption, inflationary increases, and project needs. The following table displays estimates from FY 2005 through FY 2007. Detailed explanations of each line item follow.

**Federal Utilities, Postage, Communications, Rent, and
Other Mandatory Costs
FY 2005–FY 2007
(Dollars in Thousands)**

	FY 2005 Estimate	FY 2006 Appropriation	FY 2007 Estimate	Change
Electricity	20,362	23,410	25,093	1,683
Steam	5,014	6,737	7,453	716
Natural Gas	2,897	2,969	3,965	996
D.C. Gov't Water/Sewer	3,640	3,670	3,853	183
Other Water & Fuel	760	770	1,070	300
Postage	2,217	2,247	2,452	205
Communications	10,728	9,765	9,765	0
Rent	11,610	15,534	19,682	4,148
Other	187	236	3,908	3,672
Total	57,415	65,338	77,241	11,903

- **Electricity (+ \$1,683,000)** — Electricity is used to operate the Smithsonian's large infrastructure. The major consumer of electricity is the air conditioning system that cools Smithsonian facilities, ensuring the comfort of staff and visitors and providing essential climate control to protect the priceless national collections. The FY 2007 estimate reflects a return of the FY 2006 rescission and a significant anticipated electricity rate increase (+ \$2,485,000). Also included are start-up costs and increased electricity usage for the Smithsonian Astrophysical Observatory's VERITAS Phase II project in Arizona; Pod 5 at the Museum Support Center (MSC); Patent Office Building (POB) courtyard enclosure; National Museum of Air and Space's (NASM) Garber facility heating, ventilation and air conditioning upgrade; leased space at 380 Herndon Parkway in Herndon, Virginia (+ \$238,000); and a two percent chilled water price increase (+ \$35,000). These increases are offset by reductions in costs from the closure of the Arts and Industries Building (AIB); divestiture of the National Museum of the

American Indian's (NMAI) warehouse facility in New York; lower expenditures, especially at NASM's Udvar-Hazy Center and SAO's Hilo base building in Hawaii (-\$1,019,000); and anticipated reimbursements (-\$56,000).

- **Steam (+ \$716,000)** — The Smithsonian uses steam for heating and humidification and to produce hot water in facilities on the Mall and in New York City. The estimate includes increases for an anticipated four percent rate increase above FY 2005 levels (+ \$319,000) and an adjustment to the base to cover an 18 percent rate increase by the General Services Administration (GSA) in FY 2005 that was not funded (+ \$704,000). These increases are offset by reductions from the closure of the AIB and conversion of the Renwick Gallery boiler system (-\$275,000), and anticipated reimbursements (-\$32,000).
- **Natural Gas (+ \$996,000)** — The Smithsonian uses natural gas for heating and generating steam. The estimate includes increases for an anticipated four percent rate increase (+ \$566,000); start-up costs for Pod 5 at MSC and enclosure of the POB courtyard (+ \$47,000); and to partially restore funding reduced by rescissions contained in the FY 2005 appropriations bill that is necessary to meet obligations and keep facilities running (+ \$410,000). These increases are offset by reductions from the divestiture of the NMAI warehouse facility in New York (-\$25,000) and anticipated reimbursements (-\$2,000).
- **D.C. Water and Sewer (+ \$183,000)** — The FY 2007 net estimate for water and sewer costs is based on cost projections by the District of Columbia Water and Sewer Authority (+ \$189,000), offset by anticipated reimbursements (-\$6,000).
- **Other Water and Fuel (+ \$300,000)** — Funds provide water for satellite facilities in Maryland and Virginia and fuel oil for the Smithsonian. Water and fuel oil consumption for existing facilities is estimated to increase significantly.
- **Postage (+ \$205,000)** — Funds provide for all domestic and international mail services. The request is for the anticipated six percent U.S. Postal Service (USPS) rate increase (+ \$115,000) and estimated leasing costs for new, secure digital meters and meter mail equipment for the Smithsonian's main postal facility (+ \$90,000). The USPS mandates that customers migrate to the new digital meters by the end of 2006.
- **Communications/Networks** — The Institution is not seeking additional increases in FY 2007 for communications and networks.

- **Rent (+ \$4,148,000)** — The request includes increases to fund additional space requirements to house staff displaced by the closure of the AIB (+ \$1,850,000); additional collections storage requirements (+ \$1,537,000); annual rent escalations for existing leases (+ \$530,000); and property management services for leased space at 380 Herndon Parkway in Herndon, Virginia (+ \$231,000).
 - ***Capital Gallery (+ \$1,850,000)*** — to provide the balance required for one-half of the annual costs for leased space at Capital Gallery in Washington, DC. The Smithsonian's FY 2006 appropriation provided \$3 million for unidentified long-term leases to relocate Smithsonian offices housed in the AIB, which was closed to the public in January 2004. In FY 2005, the Smithsonian signed a 15-year long-term lease for space at Capital Gallery. The additional funding will provide full support for the Capital Gallery lease.
 - ***Leased Storage Space (+ \$1,537,000)*** — to provide for leased storage space at Apollo Drive, Maryland, and Iron Mountain, Pennsylvania. The request includes \$1,415,000 to provide for lease costs for collection storage space and production facilities (e.g., swing space for mock-ups, woodworking machine shops, frame-making, and mount-making for photography) for the Smithsonian American Art Museum (SAAM) and the National Portrait Gallery (NPG) at Apollo Drive. This lease is currently funded from the Facilities Capital account and will continue to be funded from this account throughout the renovation and reopening of the POB, until the end of FY 2006. The need for leased space at Apollo Drive will continue after the POB reopens to the public because the POB revitalization eliminated space for collections storage and production facilities in favor of public space. Therefore, FY 2007 salaries and expense (S&E) funds are required for the lease.

The request also includes \$122,000 to lease an additional 16,500 square feet of space at Iron Mountain Underground Storage. The additional space is needed by the Smithsonian Institution Archives (SIA) to consolidate critical records from warehouses in Virginia and Washington, DC, which require a high-quality storage environment. The additional leased space increases the total lease costs for Iron Mountain to \$264,000, of which \$142,000 is already in the Institution's federal central rent budget base. Therefore, funding is requested for an additional \$122,000.

- **Escalation (+ \$530,000)** — to provide for annual rent increases in accordance with the actual terms of current lease contracts. The escalation rate among the contracts averages between two and four percent.
- **Herndon Parkway (+ \$231,000)** — to provide for full-service of the lease at 380 Herndon Parkway. The requested funds will provide additional funding for staff shuttle service and property management services, including maintenance and janitorial services. The Smithsonian's FY 2006 appropriation that provided the resources to relocate Smithsonian staff from the closed AIB contained funding for the Herndon Parkway lease, utilities, and security services.
- **Other Mandatory Costs (+ \$3,672,000)** — The requested increase will provide funds for the following mandatory increases not listed above.
 - **Transit Benefits (+ \$3,600,000)** — to cover the costs to implement the legislated transit benefit program for Smithsonian employees.
 - **Administration (+ \$52,000)** — for the Office of Contracting to properly dispose of computers and other sensitive electronic equipment to GSA, in accordance with environmental regulations.
 - **Administration (+ \$20,000)** — for the Office of the Chief Financial Officer to support the Federal portion of the annual audit of the Smithsonian's financial statement.

SUMMARY OF PROGRAM CHANGES — The Institution requires funding for the following programs in FY 2007. Details are provided in the line-item narratives for each respective program.

- **Security/Anti-Terrorism (+ \$1,146,000, +21 FTEs)** — This request provides for the minimum security staffing for reopening the POB, enabling the Smithsonian to implement a revised security strategy and ensuring security at the POB is commensurate with security at other Smithsonian facilities.
- **NAPA-Driven and Information Technology Needs (+ \$21,043,000, +142 FTEs)** — This request supports critical improvements required for the Smithsonian facilities program and information technology infrastructure as recommended by the National Academy of Public Administration.
 - **Facilities Maintenance (+ \$15,611,000, +104 FTEs)** — provides resources to continue to repair and maintain some of our oldest and most frequently visited museum facilities and to address the

Institution's critical maintenance needs. With this increase of \$16 million, along with the maintenance increase appropriated in FY 2006, total facilities maintenance funding would be only \$63 million. This is well below the industry standard of 2–4 percent of the replacement value of the Institution's buildings (\$94–\$188 million), as recommended by NAPA and validated by the Government Accountability Office's April 2005 report.

- ***Facilities Operations (+ \$3,137,000, + 34 FTEs)*** — provides resources to improve the overall cleanliness of museums to approach the industry standard appearance level 3, with the goal of achieving appearance level 2 in the near future. It is vital that the Institution be resourced to maintain the appropriate level of appearance (and hence cleanliness) for the most visited museum complex in the world.
- ***Enterprise Resource Planning (ERP) (+ \$1,363,000)*** — enables the Institution to continue the next increment of funding in the multi-year effort to replace its outmoded financial management system. The increase will continue funding for the development, implementation, and operations of the ERP system by implementing the upgrade of *PeopleSoft* financials; complete the implementation of the budgeting, accounts receivable, and billing modules; and fully implement a non-*PeopleSoft* time and labor solution.
- ***Managed Information Technology Infrastructure (+ \$539,000)*** — provides the necessary infrastructure for the science program to replace and update its scientific workstations every four years to keep pace with rapid technology changes (+ \$279,000). Also provides the funds to replace the email, file, and print servers, which will be more than five years old. The industry standard is to replace servers on a three-year replacement cycle (+ \$260,000).
- ***Accounting and Contracting (+ \$393,000, + 4 FTEs)*** — provides critical funds to improve the accounting and contract support provided to the Institution.
- ***Collections Care Initiative (+ \$3,823,000, + 17 FTEs)*** — to provide resources to bring collections care back to accreditation standards and to respond to reports from the National Academy of Sciences (NAS) and the American Zoo and Aquarium Association (AZA).
 - ***Collections Care (+ \$3,096,000, + 14 FTEs)*** — provides funding for the highest priority collection management needs across the Institution to address deficiencies in the stewardship of

Smithsonian collections. Provides state-of-the-art collections management systems for better access and knowledge and improved storage, conservation, and preservation needed to ensure the longevity and availability of the national collections.

- ***National Zoological Park (+ \$727,000, + 3 FTEs)*** — provides funding for increased efforts related to animal welfare and staff safety; support of daily operations, including pest management control as recommended by the AZA; and maintenance services and supplies required to support Asia Trail exhibitions.
- **New Museums (+ \$5,552,000, + 28 FTEs)** — to continue providing resources to support programmatic requirements of new museums.
 - ***National Museum of African American History and Culture (+ \$5,377,000, + 24 FTEs)*** — to continue developing and refining plans for exhibitions, public programs, education programs, collections acquisition, technology and capital fund raising; and provide administrative, financial, and contractual management.
 - ***National Museum of the American Indian (+ \$175,000, + 4 FTEs)*** — to provide added positions for the new Mall museum that will enhance the visitor experience and provide guidance and assistance to the public.
- **Science Priorities (+ \$2,800,000, + 2 FTEs)** — in response to reports from the Science Commission and the NAS, the Institution has identified the following priority areas for funding.
 - ***Major Scientific Instrumentation (+ \$1,000,000)*** — provides the complex instruments needed for astrophysics and other scientific research conducted at SAO and all the Institution's science units.
 - ***Fellowships and Scholarly Studies (+ \$800,000)*** — supports valuable research by predoctoral and postdoctoral students who are crucial for enhancing the Institution's mission in the sciences and humanities and helps ensure the continuation of Smithsonian science.
 - ***Research Equipment Pool (+ \$800,000)*** — replaces basic, outdated research equipment and maintains equipment that in many cases has not received expert maintenance in several years.
 - ***Research on Tropical Soils (+ \$200,000, + 2 FTEs)*** — supports important research that could impact global climate predictions.

- **Other Program Changes (+ \$665,000, + 1 FTE)** — for other institutional priorities in key areas of public programming and Institution-wide administrative support.
 - ***Center for Folklife and Cultural Heritage (+ \$228,000)*** — funds are required to support the annual festival on the Mall for necessary infrastructure support, including utilities, equipment, and security services. The increase covers services and items historically provided by the National Park Service and other organizations, which are no longer supported by them.
 - ***Smithsonian Libraries (+ \$300,000)*** — resources are required to support the libraries' purchase of required electronic journals, books, and databases that provide critical information and research support for the entire Smithsonian community.
 - ***Office of the Inspector General (IG) (+ \$137,000, + 1 FTE)*** — funds are needed to support additional workload requirements, including the external financial statement audit. Both federal law and OMB policy require the IG to supervise the annual financial audits.
- **Non-Recurring Costs (-\$7,602,000)** — For FY 2007, a decrease of \$7,602,000 in non-recurring FY 2006 costs have been identified, as follows:
 - ***Smithsonian American Art Museum (-\$4,274,000)*** — one-time FY 2006 costs for the reinstallation and reopening of the Patent Office Building (POB).
 - ***National Portrait Gallery (-\$3,328,000)*** — one-time FY 2006 costs for the reinstallation and reopening of the POB.

NO-YEAR AND TWO-YEAR FUNDING — The following table provides the FY 2007 Salaries and Expenses request for No-Year and Two-Year funding.

No-Year and Two-Year Funding Request
(Dollars in Thousands)

Salaries & Expenses	FY 2006 Appropriation	FY 2007 Request
No-Year Funds		
National Museum of African American History and Culture	2,946	8,428
National Museum of Natural History:		
Exhibition Reinstallation	1,057	1,057
Repatriation Program	1,595	1,629
Major Scientific Instrumentation	3,925	4,925
Collections Acquisition	471	471
Total, No-Year	\$9,994	\$16,510
Two-Year Funds		
Outreach: Office of Fellowships	1,591	2,391
Reopening of Patent Office Building:		
National Portrait Gallery	3,328	0
Smithsonian American Art Museum	4,274	0
Total, Two-Year	\$9,193	\$2,391

FEDERAL RESOURCE SUMMARY BY PERFORMANCE OBJECTIVES AND PROGRAM CATEGORY

In accordance with the President's Management Agenda (PMA) initiative on budget and performance integration, the Smithsonian has developed its FY 2007 budget request by reviewing all resources, both base amounts and identified increases or decreases, in relation to the Institution's performance plan. In the sections that follow, detailed justifications are provided for all funding and FTEs by Institutional strategic goal and by performance objective under each goal, and specific annual performance goals are provided for each objective for which funding is requested.

To better meet the standards of success in the budget and performance integration initiative of the PMA, including limiting the number of outcome-oriented goals and objectives in the Institution's strategic plan, and to more clearly demonstrate the relationship between dollars budgeted and results achieved, the Smithsonian restructured its strategic and performance plans. This allows the Institution's program performance goals and objectives to align with the program categories used in the federal budget and the Institution's financial accounting system.

The following table provides a summary of the Institution's FY 2006 and FY 2007 estimates and the proposed changes by strategic goal, performance objective, and program category.

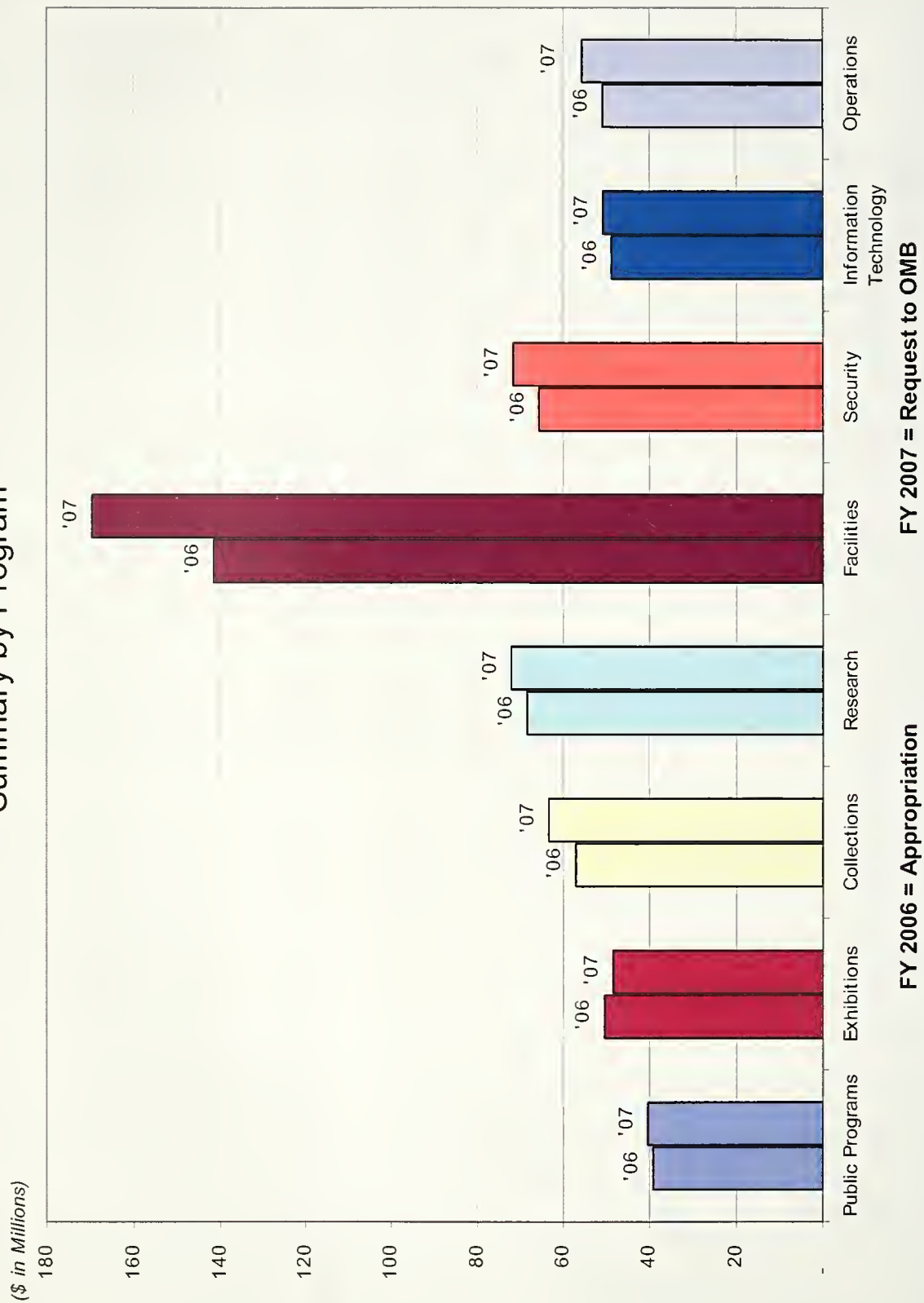
Federal Resource Summary by Performance Objective and Program Category
(\$ in Thousands)

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	285	26,724	283	27,600	-2	876
Provide reference services and information	136	12,476	137	12,710	1	234
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	508	50,416	516	48,423	8	-1,993
<i>Collections</i>						
Improve the stewardship of the national collections	573	57,057	590	63,414	17	6,357
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	449	58,310	451	61,442	2	3,132
Ensure the advancement of knowledge in the humanities	84	10,136	84	10,677	0	541
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	26	2,631	26	2,844	0	213
Implement an aggressive and professional maintenance program	353	43,371	457	59,908	104	16,537
Improve the overall cleanliness and efficient operation of Smithsonian facilities	587	95,461	621	106,747	34	11,286
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	996	60,838	1,017	66,101	21	5,263
Provide a safe and healthy environment	50	4,826	52	5,579	2	753
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	178	48,719	180	50,730	2	2,011
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	200	19,176	207	21,542	7	2,366
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	105	13,170	106	13,384	1	214
Modernize the Institution's financial management and accounting operations	107	11,568	108	11,917	1	349
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	34	2,905	39	3,318	5	413
Modernize and streamline the Institution's acquisitions management operations	41	3,480	43	3,861	2	381
Greater Financial Strength						
Secure the financial resources needed to carry out the Institution's mission	4	521	10	1,631	6	1,110
Total	4,716	521,785	4,927	571,828	211	50,043

Smithsonian Federal Budget

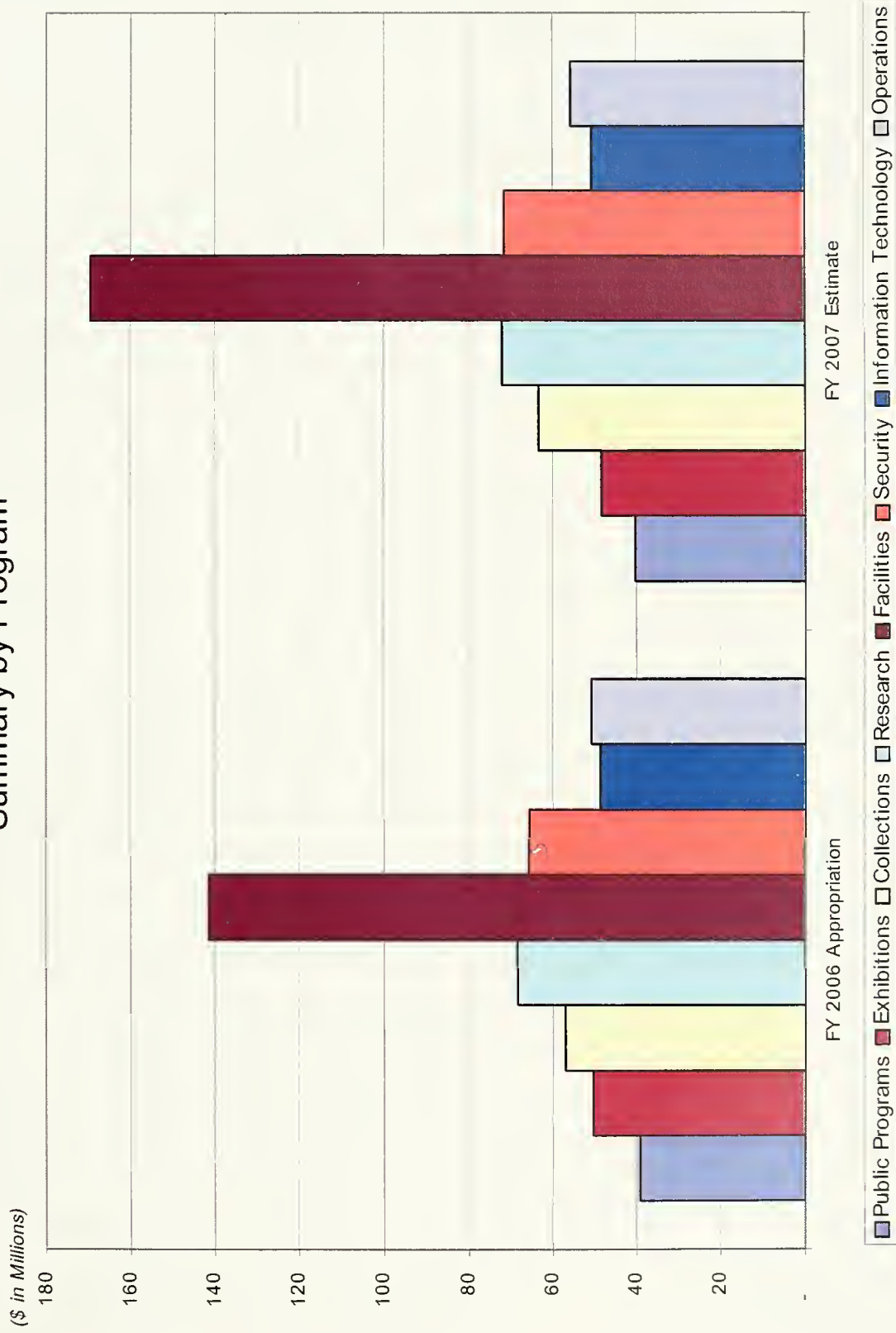
Salaries and Expenses

Summary by Program



Smithsonian Federal Budget

Salaries and Expenses Summary by Program



ANACOSTIA MUSEUM AND CENTER FOR AFRICAN AMERICAN HISTORY AND CULTURE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	21	1,864	2	345	0	92	0	45
FY 2006 ESTIMATE	21	1,927	2	350	0	270	0	45
FY 2007 ESTIMATE	21	1,963	2	350	0	270	0	45

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	10	794	10	874	0	80
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	2	346	2	377	0	31
<i>Collections</i>						
Improve the stewardship of the national collections	4	286	5	342	1	56
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	350	2	215	-1	-135
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	53	1	57	0	4
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	98	1	98	0	0
Total	21	1,927	21	1,963	0	36

BACKGROUND AND CONTEXT

The Anacostia Museum and Center for African American History and Culture is dedicated to the documentation and preservation of American

history and culture from an African American and community-based perspective.

The community-based approach is premised on a methodology of direct collaboration with communities, including local museums, religious institutions, and arts, cultural, and civic organizations. It entails working with community and membership organizations, individuals, and families, and seeks to mobilize, organize, and equip communities through educational and training programs to research, document, interpret, and preserve their cultural heritage.

For FY 2007, the estimate includes \$36,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The Anacostia Museum will accomplish the Institution's goal of Increased Public Engagement through public programs and exhibitions that draw from and include the participation of African American families, communities, and religious institutions. Specifically the Museum will work with community partners to document and preserve local heritage, identify cultural materials at risk, document significant local cultural materials, and develop interpretation through regionally based educational activities, publications, and exhibitions. The Museum will disseminate information on heritage preservation projects through its website.

In FY 2007, the Museum will continue to expand its regional community network through direct collaboration in preservation and training, and with regional seminars designed to promote community action in cultural heritage preservation.

The project *A Sacred Trust: African American Religious Archives* will expand to incorporate a new regional network to increase the preservation and documentation capacity of church-based historians and archivists through training and resources development.

The Museum will increase the capacity of families to preserve history and traditions through regionally-based family history workshops, Web-based resources, and a family history conference.

In FY 2007, the Museum will explore African American community life in Washington, DC prior to emancipation in the exhibition, *Discovering Slave Communities*.

Recognizing the Museum's unique responsibility to youth development within the southeast Washington community and beyond, the Museum has developed pioneering out-of-school-time programming for children and youth. Developed and presented in collaboration with community partner institutions, the program provides participating children, ages 7–14, with direct access to collections and to the curatorial and professional staff of the Museum and the wider Smithsonian Institution. Outreach to high school students seeks to broaden the experiences and horizons of young people in a program that combines African American material culture studies with docent and practicum opportunities.

The Teacher Training Institute, exploring current topics in African American history through Museum collections, will be available through distance-learning opportunities. These workshops will be specifically designed specifically to incorporate local cultural and historical assets that enhance traditional in-school curricular activities.

The Museum will achieve the Institution's goal of Enhanced Management Excellence by improving customer service and responsiveness through a Web-based, direct feedback site specifically designed for our partner institutions and providing online reference and consultation for solutions to problems and issues.

In addition, the Museum will maintain and increase relationships with state and local governments through the regional partnership process. It will apply training and technical assistance to strengthen regional partners' ability to preserve local heritage. The Museum will increase its press efforts directed toward regional African American and other press outlets.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (10 FTEs and \$874,000)

- Expand the regional cultural heritage consortium into a new region, and bring together a network of community activists for training and a resources development program
- Conduct a heritage preservation training program
- Develop a regional exhibition project
- Convene a regional heritage partners' meeting and networking conference
- Expand *A Sacred Trust: Religious Archives* project network
- Convene a conference for family historians about preserving family history

Offer compelling, first-class exhibitions at Smithsonian museums and across the country (2 FTEs and \$377,000).

- Present an exhibition on African American community life prior to emancipation
- Plan an exhibition on the African American Muslim experience
- Conduct training and provide technical assistance for small and mid-size museums to enhance their capacity for community documentation and preservation
- Use the collections and expertise of the Museum to directly engage children in a 12-month after-school and summer program focused on learning their cultural heritage
- Train youth (ages 14–19) to conduct research using the collections of the Museum and the larger Smithsonian Institution through a seven-week summer workshop
- Conduct in-service training for teachers, with a focus on new research in African American history that incorporates use of the Museum's collections

Improve the stewardship of national collections (5 FTEs and \$342,000)

- Acquire collections documenting community and family history
- Create Web access to two community and family history collections

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (2 FTEs and \$215,000)

- Develop responsive strategies to support and connect regional heritage preservation networks

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$57,000)

- Align individual performance plan objectives directly with annual organizational objectives
- Increase staff training to support regional preservation networks and enhance network skills and information technology skills

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$98,000)

- Ensure timely press notification of key exhibitions, programs, and important collections acquisitions
- Work with regional press outlets to provide information and outreach concerning Museum activities with regional collaborators
- Maintain and increase relationships with state and local governments through the regional partnership process intended to strengthen regional partners' capacity to preserve and interpret local heritage and to celebrate and commemorate heritage preservation advances

CENTER FOR FOLKLIFE AND CULTURAL HERITAGE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	18	1,910	15	1,776	9	2,001	0	15
FY 2006 ESTIMATE	18	2,127	10	1,208	9	1,059	0	0
FY 2007 ESTIMATE	18	2,405	10	1,031	4	1,250	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Provide reference services and information	5	683	5	727	0	44
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	10	1,132	10	1,326	0	194
<i>Collections</i>						
Improve the stewardship of the national collections	2	164	2	185	0	21
Enhanced Management Excellence						
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	70	0	82	0	12
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	78	1	85	0	7
Total	18	2,127	18	2,405	0	278

BACKGROUND AND CONTEXT

The Center for Folklife and Cultural Heritage produces research-based public programs that promote the understanding and continuity of traditional grass-roots regional, ethnic, tribal, and occupational heritage in the United

States and abroad. The Center maintains the Ralph Rinzler Folklife Archives and Collections, a repository of documentary sound recordings, photographic images, and reports deemed a national treasure through the Save America's Treasures Program. The Center produces the annual Smithsonian Folklife Festival on the National Mall every summer—long recognized as the premier event of its kind. The Center produces Smithsonian Folkways Recordings, which includes the iconic songs and sounds of the American experience among its more than 3,000 published titles. The Center also produces educational websites, which make cultural materials and means of conserving cultural heritage available to students, teachers, communities, and specialists. The Center cooperates with federal, state, and international agencies to advance the nation's interest in cultural matters, and to produce national celebration events.

The FY 2007 estimate includes an increase of \$278,000. Included is an increase of \$50,000 for necessary pay for existing staff funded under this line item, and a program increase of \$228,000 for infrastructure support of the Smithsonian Folklife Festival.

MEANS AND STRATEGY

To achieve the Smithsonian's goal of Increased Public Engagement, the Center will continue its annual production of the Smithsonian Folklife Festival on the National Mall. This museum of living cultural heritage is very popular with the public and the media, as well as with the communities served. In 2004, programs on Mid-Atlantic Maritime Communities, Haiti, and Latino Music drew more than 820,000 visitors. The Festival also produced the National World War II Reunion on the Mall for 375,000 visitors, and the opening of the National Museum of the American Indian for 575,000 visitors. The 2005 Festival featured programs on the U.S. Forest Service, Latino Music, Food Culture in the United States, and Oman, and drew 1,027,000 visitors. In 2006, programs will include Latino Music, Alberta, and Native American Basketry, and in 2007, will focus on the Mekong River region, Virginia, and Northern Ireland. To better serve the needs of its Festival visitors, the Center will use the increase requested to provide enhanced services and improve security.

In order to bring Smithsonian educational resources to the nation, the Center will publish its recordings and disseminate them across the country. The Center will complete its tours of traveling exhibits, and hopes to have completed a film based on the Masters of the Building Arts Festival program available to the public by FY 2007. The Center will continue to shift resources toward the Web-based distribution of materials and lesson plans to increase efficiency and broaden audiences. As part of this shift in 2005, the

Center launched Smithsonian Global Sound, a project to enable the public and educational institutions across the country to access and download recordings and performances in the Center's digital collections.

To apply Smithsonian research to its work and collections, the Center will continue in 2007 to add to its documentary sound, photographic, and ethnographic collections, as well as generate new materials through the organization of research projects necessary to produce the Festival and Smithsonian Folkways Recordings. This material will be added to the Center's archives and, where possible, digitized. Ongoing digitization of the archival collection will continue throughout FY 2007.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Develop and bring first-class educational resources to the nation (5 FTEs and \$727,000)

- Generate more than one million visits to the Center's webpage
- Develop 10 educational features on the Center's webpage
- Produce and distribute nationwide at least 18 documentary recordings through Smithsonian Folkways Recordings
- Have the Smithsonian Global Sound website adopted by more than 100 university libraries as a resource for their students

Offer compelling, first-class exhibitions (10 FTEs and \$1,326,000)

- Achieve one million visits to the Smithsonian Folklife Festival
- Feature more than 300 musicians and artists from cultural communities important to Americans
- Generate 400 media stories about the Festival
- Generate 90 percent approval ratings by the public for the Festival
- Generate 90 percent approval ratings by participants in the Festival

Improve the stewardship of the national collections for present and future generations (2 FTEs and \$185,000)

- Generate for Smithsonian Collections 400 audio recordings, 200 videotapes, 5,000 images, and at least 100 narrative reports documenting contemporary, community-based, cultural traditions related to the Festival, Smithsonian Folkways Recordings, and other Center projects
- Conserve and preserve archival records and documentation for 15 Center Festival programs and/or other projects

Enhanced Management Excellence

Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers (\$82,000)

- Coordinate with the central Smithsonian IT system and continue to modernize the current tracking systems used for Festival and other project planning

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$85,000)

- Coordinate with the central Smithsonian IT system and continue to modernize the current tracking systems used for Festival and other project planning

FY 2007 REQUEST—EXPLANATION OF CHANGE

The FY 2007 budget estimate includes an increase of \$278,000 with no additional FTEs. Included is an increase of \$50,000 for necessary pay for existing staff, justified in the Mandatory Costs section of this budget, and a program increase of \$228,000 for infrastructure support of the Smithsonian Folklife Festival to improve the quality and safety of exhibits and programming as follows:

- (+ \$118,000) These funds will provide for the rental of service vehicles and electrical and gas plumbing services, along with the purchase of generators and other equipment that generally has been rented for each Festival, as well as building materials for public stages. Purchasing the equipment will avoid increasing rental costs and permit its use by other Smithsonian units and in upcoming Institution-wide projects.
- (+ \$91,000) This increase is for security services, security fencing, mandated services for disabled visitors (such as sign language interpreters), and first aid. The increase covers the cost of services and items historically covered by the National Park Service and other organizations, but which are no longer supported by them.
- (+ \$19,000) This increase will provide for necessary updating of computer, office, and telephone lines and functions that help support the Festival, as well as the processing of research materials and Festival documentation for public dissemination.

If the FY 2007 request is not allowed, the Festival will not have the infrastructure support required to attract, serve, and protect visitors, nor to attract the non-government support needed to cover actual program costs. The result will be a much smaller, less safe Festival with lower visitation and less impact on both public education and the cultural communities featured at the Festival.

NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	27	3,944	2	153	0	0	0	0
FY 2006 ESTIMATE	19	2,946	2	433	0	0	0	0
FY 2007 ESTIMATE	43	8,428	2	433	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE; AND GREATER FINANCIAL STRENGTH

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	239	5	998	3	759
Provide reference services and information	2	195	3	311	1	116
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	2	371	3	489	1	118
<i>Collections</i>						
Improve the stewardship of the national collections	3	420	8	2,636	5	2,216
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	366	0	498	0	132
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	0	2	379	2	379
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	352	8	814	4	462
Modernize the Institution's financial management and accounting operations	2	319	2	323	0	4
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	163	3	392	2	229
Greater Financial Strength						
Secure the financial resources needed to carry out the Institution's mission	3	521	9	1,588	6	1,067
Total	19	2,946	43	8,428	24	5,482

BACKGROUND AND CONTEXT

The National Museum of African American History and Culture (NMAAHC) was established to document, collect, conserve, interpret, and display the historical and cultural experience and achievements of Americans of African descent. When completed, the NMAAHC will provide a national meeting place for all Americans to learn about the history and culture of African Americans and their contributions to and relationship with every aspect of national life. This effort will encompass the period of slavery, the era of reconstruction, the Harlem Renaissance, the civil rights movement, and other periods of the African American diaspora.

For FY 2007, the estimate includes an increase of \$5,377,000 and 24 FTEs to significantly strengthen and expand the Museum's fundraising capacity; expand and enhance outreach (through the establishment of strategic collaborations and partnerships and the development of traveling exhibitions); identify, acquire, document, and conserve collections; continue developing and refining plans for exhibitions and public and education programs; and strengthen the capacity for administration and information technology. As authorized in Public Law 108-184, these funds are requested to remain available until expended. The estimate also includes an increase of \$105,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, activities in the third year will include significantly expanded efforts to build alliances and collaborative partnerships with African American organizations, groups, and individuals to help generate support for building and developing the Museum, leverage resources, and share ideas. As public awareness of the Museum is limited, efforts to broaden knowledge will occur through print and electronic media, including national publications and magazines, African American and national history-related periodicals, news programs, and television and radio programs, and also through the development of programs to tour collections and exhibits that engage and inspire audiences throughout the nation.

Planning to develop the Museum's future exhibitions and public and education programs and to assemble collections will continue in earnest. The Museum's exhibits will highlight four major collecting areas: African American art, African American history, images of African Americans in the media, and the history of African Americans in the performing arts. Plans for both long-term and temporary exhibits will incorporate interactive components that will help visitors engage in experiential learning, exhibits that encourage emotional responses through human stories that stimulate questions, and complementary themed exhibits that relate to, complement,

or contrast issues being explored in long-term, permanent exhibits. Planning for education and public programming will encompass programs for adult and family audiences and will include lectures, concerts, public discussion forums, guided tours and gallery talks, dance and other performing arts, and film and media showings. In addition, media programs will use photographic collections, film, digital media, and sound recordings as the subject of exhibitions or special programs.

The identification of potential collections will continue as an ongoing pursuit and the Museum will purchase collections on a systematic basis, for example as they may relate to future planned exhibitions, and an opportunistic basis (as significant African American historical items may surface at the whim of benevolent donors and benefactors).

The Museum will seek to enhance its management and administrative infrastructure by developing its operating organizational structure and making revisions as necessary to accomplish program goals. Staff will develop estimates of future staffing, space, and storage needs, and prepare operating budgets and plans accordingly. Information technology needs will be identified and required hardware and software installed to provide an efficient, networked technology infrastructure, including the enhancement and maintenance of the Museum's website.

To secure the resources needed to successfully build and develop the Museum, the NMAAHC will use its federal fundraising resources to develop and harvest relationships with potential significant donors, build a reliable base of regular donors, and use advanced fundraising techniques to identify and cultivate sources of new and larger donations.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (5 FTEs and \$998,000)

- Establish affiliations/collaborative agreements with museums, educational institutions, and foundations
- Refine preliminary concepts/designs for public programs
- Develop at least one touring exhibition

Provide reference services and information to the public (3 FTEs and \$311,000)

- Develop concepts/proposals for education programs

Offer compelling, first-class exhibitions (3 FTEs and \$489,000)

- Refine preliminary concepts/designs for exhibitions

Improve the stewardship of the national collections (8 FTEs and \$2,636,000)

- Identify and purchase desired collections items

- Develop collections management strategy
- Begin developing collection information system

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (\$498,000)

- Occupy and pay for expanded temporary rental space in a timely and efficient manner

Modernize the Institution's information technology systems and infrastructure (2 FTEs and \$379,000)

- Implement internal hardware/software operating requirements
- Enhance existing website

Strengthen an institutional culture that is customer centered and results oriented (8 FTEs and \$814,000)

- Develop and refine organizational structure
- Improve internal operations through analysis of programs

Modernize the Institution's financial management and accounting operations (2 FTEs and \$323,000)

- Prepare purchase orders, personnel actions, and fiscal and contractual documents in a timely and accurate manner

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (3 FTEs and 392,000)

- Build awareness of the Museum and its capital campaign with article placements, editorials, interviews, and advertising

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (9 FTEs and \$1,588,000)

- Schedule one-on-one activities with several major donors
- Conduct special fundraising events for donors

FY 2007 REQUEST—EXPLANATION OF CHANGE

The FY 2007 budget estimate includes a programmatic increase of 24 FTEs and \$5,377,000. It is anticipated that the programmatic increase will be directed as follows:

- (+ \$3,349,000, + 11 FTEs) This increase will support all activities related to the advancement and refinement of plans and designs for future exhibitions, public and education programs, and historical research; the acquisition, documentation, conservation, management, and digitization of collections; and the establishment of new strategic collaborations and partnerships with other cultural organizations, entities, and individuals. Estimated resources include three planners to augment the planning effort (3 FTEs and \$387,000); four collections specialists (4 FTEs and

\$510,000) and collections acquisition funding (\$1,600,000) to enable the new Museum to purchase, document, archive, conserve, digitize, and provide temporary storage for collections; and two community affairs specialists, one writer/editor, and one traveling exhibits specialist, (4 FTEs and \$473,000) and funding to increase the number of collaborations and partnerships with external entities, develop touring exhibitions, and build awareness about the Museum through paid advertising, article placements, interviews, and editorials (\$379,000).

- (+ \$1,193,000, + 7 FTEs) This increase will support the Museum's efforts to obtain large gifts from private sources in order to secure required federal matching funds to help build the Museum. Because achieving and sustaining fundraising success is one of the most pressing challenges facing the new Museum, increased funding to augment development resources is critical. Substantial cultivation of donors (individuals, corporations, foundations, associations, and religious organizations) is anticipated. Funding is required for expanded activities in public relations, rollout of communications materials, development of databases, and to pay for standard donor relationship-building activities that are critical to major fundraising efforts such as reception and representation expenses. Six professional fundraisers and one public affairs/relations specialist (7 FTEs and \$814,000) are requested along with funding to implement cultivation strategies (\$379,000).
- (+ \$835,000, + 6 FTEs) This increase will support the enhancement of the Museum's managerial, administrative, and technological infrastructure. With an anticipated increase in programmatic staffing and developmental activities, additional staff are needed to manage organizational development, provide management and program analysis, implement information technology enhancements, and provide clerical assistance. Two management/program specialists, two information technology specialists, and two office assistants (6 FTEs and \$735,000) and funding for software and hardware acquisition and maintenance (\$100,000) are requested for operations support.

If the FY 2007 request is not allowed, the Smithsonian will be unable to continue planning and development of the NMAAHC. A significant amount of new funding is critical to continue planning, outreach, fund raising, and development of an infrastructure. Future increases will be necessary to finish developing the NMAAHC.

NATIONAL MUSEUM OF AMERICAN HISTORY, BEHRING CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	195	19,962	8	1,961	45	13,593	26	3,842
FY 2006 ESTIMATE	197	20,182	7	1,768	41	11,156	24	2,972
FY 2007 ESTIMATE	197	20,728	7	1,740	41	9,669	23	3,009

Note: Operating resources include the National Postal Museum

NATIONAL MUSEUM OF AMERICAN HISTORY, BEHRING CENTER

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	35	2,995	35	3,076	0	81
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	59	4,270	59	4,386	0	116
<i>Collections</i>						
Improve the stewardship of the national collections	50	6,663	50	6,842	0	179
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	30	3,725	30	3,825	0	100
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	2	356	2	365	0	9
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	10	1,068	10	1,097	0	29
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	4	425	4	436	0	11
Total	190	19,502	190	20,027	0	525

BACKGROUND AND CONTEXT

The National Museum of American History, Behring Center (NMAH), works to inspire a broader understanding of our nation and its people through exhibitions, public programs, research, and collections activity.

For FY 2007, the estimate includes an increase of \$525,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The Museum is planning an extensive renovation of public spaces in the central section of the building. This renovation also involves replacing the heating, ventilation, and air-conditioning systems, as well as improving life safety and visitor amenities. The Museum is expected to close for visitors during renovation, but staff will continue to occupy the building.

During this period, staff will continue to plan and design future exhibits and programs, conduct off-site programs and performances, develop traveling exhibitions, install temporary exhibitions at other locations, and implement information technology and management initiatives. Additionally, staff will contribute to the deinstallation, packing, removal, maintenance, and reinstallation of exhibit components that are housed in areas scheduled for renovation.

Visible results of the renovation will include: architectural changes featuring more natural and artificial lighting; a grand staircase connecting the first and second floors; new elevators and restrooms; improved signage and public circulation; increased horizontal and vertical sightlines; a new gallery for the conserved Star-Spangled Banner; a new Visitor Welcome Center; a new Hands-on-Science Center and Hands-on-History Room; new wall cases for collections displays; and the reopening of previously closed exhibitions.

During the renovation, the Museum will continue planning targeted educational programs to complement the reinstallation of the Star-Spangled Banner in Flag Hall. These programs will include a Flag Day Festival on the National Mall, new teacher resource materials, and a distance-learning program on the story of the poem that became our National Anthem.

The Museum will continue to plan programs to attract new or underserved audiences, including musical performances by the Smithsonian Jazz Masterworks Orchestra and the Smithsonian Chamber Music Society, as well as programs for Jazz Appreciation Month. Certain programs will be conducted at off-site locations during the renovation period. Some of the

Museum's cornerstone events will continue to center on Black History Month, Hispanic Heritage Month, and Asian Pacific American Month. The Museum will continue to expand and upgrade its popular website with new features on exhibitions, collections, and public programs.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (35 FTEs and \$3,076,000)

- Prepare a new Welcome Center to help visitors plan their tours of the Museum and learn more about Museum collections
- Revise and plan for the re-launch of the handheld multimedia guide for self-guided tours, and plan to distribute 400 handheld guide units daily
- Refurbish and prepare to reopen the Hands-on-Science Center and Hands-on-History Room
- Plan to distribute Star-Spangled Banner educational materials to approximately 100,000 schools nationwide
- Plan for family activities related to the opening of the *Star-Spangled Banner* exhibition, including a family festival weekend, daily performances of the national anthem, special tours, films, and hands-on activities, such as a daily folding of a replica Star-Spangled Banner
- Establish websites on all major exhibitions scheduled to open upon completion of the renovation
- Establish websites on the numismatics and lithography collections
- Continue planning for annual programs to commemorate Black History Month, Hispanic Heritage Month, and Asian Pacific American Heritage Month

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (59 FTEs and \$4,386,000)

- Prepare to open the new *Star-Spangled Banner* exhibition
- Prepare to reopen the renovated Museum with new wall cases lining the public spaces, so that collections can be exhibited outside of the traditional exhibition areas
- Plan for temporary exhibitions on the 400th anniversary of the Jamestown colony, the Abraham Lincoln bicentennial, and various photography exhibitions
- Continue development of the *On The Water* and *America's Stories* exhibitions, which are projected to open in 2008

Improve the stewardship of the national collections for present and future generations (50 FTEs and \$6,842,000)

- Implement appropriate collections preservation and documentation procedures to ensure that NMAH collections are appropriately

cared for and are physically accessible to the broadest possible external audience and to staff

- Implement appropriate collections registration and documentation procedures to ensure that NMAH collections are legally and contextually documented, and that the related information is accessible to the broadest possible external audience and to staff
- Create new digital images of 6,000 objects and link these images to the Museum's *Multi-MIMSY* collections information database

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (30 FTEs and \$3,825,000)

- Complete research on the permanent exhibitions of *America's Stories* and *Land of Plenty*, which are projected to open in 2008
- Complete research on the *Abraham Lincoln Bicentennial* temporary exhibition and the *Jamestown 400th Anniversary* traveling exhibition
- Complete research on websites for all exhibitions scheduled to open upon completion of the renovation

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (2 FTEs and \$365,000)

- Validate all space requirements, using the process outlined in the approved Comprehensive Facilities Development Plan
- Reduce work-related accidents and illnesses by at least three percent

Modernize the Institution's information technology (IT) systems and infrastructure (10 FTEs and \$1,097,000)

- Complete re-engineering and installation of the network cable plant in the public spaces of the Museum, as part of the public spaces renovation program
- Implement a smart-card reader system in the network systems operations center to correct physical security access deficiencies

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (4 FTEs and \$436,000)

- Evaluate the Museum's organizational structure and administrative staffing requirements, and initiate plan for internal recommendations
- Complete work on a career guide for the Museum's curatorial staff, which will provide standards and guidelines for the professional development of present and future NMAH curators
- Complete at least two recruiting trips to minority colleges/universities
- Advertise 80 percent of open staff positions above grade GS-13 in media which should generate a diverse population of candidates
- Ensure 100 percent of staff members attend diversity training programs

NATIONAL POSTAL MUSEUM

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	2	165	2	170	0	5
<i>Collections</i>						
Improve the stewardship of the national collections	5	486	5	501	0	15
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	29	0	30	0	1
Total	7	680	7	701	0	21

BACKGROUND AND CONTEXT

The National Postal Museum (NPM) is dedicated to the preservation, study, and presentation of postal history and philately. NPM uses research, exhibits, education, and public programs to make this rich history available to a wide and diverse audience.

For FY 2007, the estimate includes an increase of \$21,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NPM is directing its resources to initiatives that will increase visitation to both the museum and its website. In FY 2007, NPM will open the second phase of the Benjamin K. Miller Philatelic Collection, the most extensive collection of U.S. postage stamps issued prior to 1925. NPM also will begin installing the *National Collection* exhibition, the Museum's largest and most comprehensive philatelic display.

Work will continue on a series of new, permanent exhibits that will explore the history of America's postal service from the Colonial period to the present. Most of the galleries are in the planning stages, and are scheduled to replace aging exhibits on a continuing basis from FY 2007 through 2010.

NPM will continue to develop a new collecting plan to improve the stewardship of the national philatelic and postal history collections. The plan will identify strengths and weaknesses in the current collection, target specific areas for improvement, and establish annual performance metrics for achieving specific collecting goals. The Museum will devote additional attention to reducing the backlog of uncatalogued collections, and to increasing the number of collections items accessible on the Web. These improvements in the accountability of the national collection will serve Museum staff, scholars, philatelists, and collectors.

The goal of Enhanced Management Excellence requires the modernization of NPM's information technology systems and infrastructure. The Museum will continue to replace network hardware and related computer systems that support its administrative and programmatic needs.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (2 FTEs and \$170,000)

- Open the second phase of the Benjamin K. Miller Philatelic Collection to attract collectors and philatelists
- Begin installation of the *National Collection* exhibition, the Museum's largest and most comprehensive philatelic display
- Open the newly renovated Duck Stamp Gallery
- Develop and install an exhibition that will recount the compelling story of the U.S. Postal Inspection Service
- Design and install one of seven new, permanent postal history exhibits
- Design and install the new, permanent *Airmail* exhibit

Improve the stewardship of the national collections for present and future generations (5 FTEs and \$501,000)

- Develop a comprehensive acquisition and deaccession strategy for the national philatelic and postal history collections
- Develop a comprehensive plan for processing, preserving, displaying, and imaging the philatelic and postal history collections
- Reduce the collections backlog by 20 percent to improve the accountability of the national collections
- Rehouse one major collection
- Implement part two of the plan to increase public access to the collections through the online collection information system, Arago
- Expand and enhance Arago by 1,000 records and images
- Maintain a state-of-the-art collections management system

Enhanced Management Excellence

Modernize the Institution's IT systems and infrastructure (\$30,000)

- Replace and maintain network hardware and related computer systems

NATIONAL MUSEUM OF THE AMERICAN INDIAN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	325	31,739	2	1,793	18	5,358	0	46
FY 2006 ESTIMATE	325	30,774	2	2,326	18	4,150	0	26
FY 2007 ESTIMATE	329	31,741	2	1,757	18	3,354	0	25

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	71	5,843	71	5,843	0	0
Provide reference services and information	55	5,071	55	5,392	0	321
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	42	4,275	46	4,548	4	273
<i>Collections</i>						
Improve the stewardship of the national collections	59	5,634	59	5,780	0	146
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	10	1,113	10	1,113	0	0
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	16	1,510	16	1,535	0	25
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	29	3,111	29	3,198	0	87
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	38	3,844	38	3,959	0	115
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	5	373	5	373	0	0
Total	325	30,774	329	31,741	4	967

BACKGROUND AND CONTEXT

The mission of the National Museum of the American Indian (NMAI) is to protect, support, and enhance the development, maintenance, and perpetuation of Native American cultures and communities through innovative public programming, research, and collections.

To achieve the goal of Increased Public Engagement, NMAI will focus its resources to support four community-curated gallery rotations each year in the three core exhibits, and to present contemporary works of art to the public in a fourth gallery in the new Mall Museum. These exhibits, along with significant educational and public programming, are expected to attract an anticipated 3–4.5 million visitors annually. The offering of crafts demonstrations, educational presentations, seminars, and symposia throughout the building will not only ensure a meaningful visitor experience, but will help control crowd flow. Web content based on these programs will reach distant “virtual visitors” to the Museum, who may not be able to come to the East Coast but can avail themselves of technology and written materials developed at NMAI. Through its community-curated exhibitions and public programming, the Museum continues to present the contemporary voices of Native peoples to educate and inform the public while countering widespread stereotypes.

For FY 2007, the estimate includes \$792,000 for necessary pay for existing staff funded under this line item and an increase of \$175,000 and 4 FTEs to staff up the Visitor Service Program.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NMAI is directing its resources to: 1) activities that will result in increased visitation to the Mall Museum, the Cultural Resource Center in Suitland, Maryland and the George Gustav Heye Center (GGHC) in New York; 2) public programming that will encompass the indigenous peoples of the western hemisphere (as mandated in the NMAI legislation) and will demonstrate the presence of contemporary Native peoples today; and 3) outreach to Native communities, tribes and organizations, through technology, internships, seminars, and symposia.

Outreach efforts will continue to bring the Museum and its resources to audiences through media such as the radio and the Web, and via innovative outreach and training programs. These contacts will link external communities to audiences at the Mall Museum through technology and involvement in planning and programming. The Film and Video Center will

present the variety and excellence of Native productions at both the Mall Museum and the GGHC.

In education, funding will continue for planning and operating programs seven days a week, including interpretive activities, cultural arts performances, demonstrations, and resource materials about Native American history and cultural heritage. The Resource Center will continue to provide daily information about Native peoples of the western hemisphere, including Hawaii, providing opportunities to correct stereotyping and expand knowledge. Various tribal educational resources, including curricula, will be made available to local teachers.

In addition, staff will make research, film, video, audio, and photographic content developed for Mall exhibitions broadly available both in the Mall Museum and to Native American communities and public audiences, through the Web, printed materials, and collaborative activities with other groups and organizations.

NMAI staff will continue to oversee the visitor pass system, group and school tour programs, and volunteers, and direct presentations in galleries and all public space and program areas to ensure maximum use of all the educational resources of the building to enhance the visitor experience.

The goal of Enhanced Management Excellence will be addressed by efficiently and economically designating resources to meet the mission of the Museum, implementing the goals of the Smithsonian Institution, and enhancing the collection through acquisition of contemporary works.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (71 FTEs and \$5,843,000)

- Support NMAI's Interactive Learning Center's interface to provide public access to electronic resources. Maintain public computing facilities in the Interactive Learning Center and the Resource Center work study areas and classrooms
- Present diversified and ongoing publications and cultural arts programs (e.g., music, dance, storytelling, drama) that will educate the public about the history and significance of Native cultures, including 10–15 cultural arts programs each month that encompass craft demonstrations and theatrical performances

- Continue cultural arts programs and author programs, as well as collaborations with other Smithsonian bureaus and Washington-area cultural institutions, and supplemental programs for 20 schools in the local and regional communities
- Develop and publish titles in the illustrated children's book series *Tales of the People*, and in the series for educators and young adults, *My World: Young Native Americans Today*
- Provide editorial support in the production of educational materials to inform the public about Native cultures
- Develop and publish books arising out of the Museum's scholarly symposia series
- Provide 364 interpretive gallery programs per year; and one major symposium annually
- Conduct 12 educational workshops annually

Provide reference services and information to the public (55 FTEs and \$5,392,000)

- Expand NMAI's website to provide in-depth content about our exhibitions and events in New York and Washington, DC, as well as educational resources for teachers, and more information about NMAI's collections
- Increase the number of website visits by 15 percent
- Undertake electronic community-based outreach efforts to bring the Museum's collections resources in Washington, DC and New York to Native American communities
- Support staff use of a customer relationship management system to email electronic newsletters about the Museum to subscribers with quarterly information and to solicit participation in and contributions to our activities. Increase electronic newsletter subscriptions by 15 percent by providing more relevant and personalized information
- Provide an online, Web-based, electronic ordering capability of NMAI media resources through participation in the Office of the Chief Information Officer's digital repository effort (delayed from FY 2005 to FY 2006)
- Continue the Native American Film Festival, showcasing works introduced by film makers and community members, in order to gain higher visibility for NMAI with teachers, students, and scholars
- Provide daily information services about NMAI and Native peoples to the public, using technology-based capacity at the Resource Center
- Incorporate recordings and other media material from artists and presenters, which are related to NMAI's public programs, into the Resource Center; and collect program-related recordings, books,

website information, etc., for incorporation into Resource Center delivery systems

- Expand the Museum's Cultural Registry database and integrate it with the Museum's Contact Management System. Refine methodology and criteria for including Native cultural presenters (e.g., music, dance, literature, drama, storytelling, etc.) in the database; and determine the best methods for keeping the database current and for making information widely accessible
- Develop non-commercial publications—in alternate text file formats, including PDFs and PODs—to support the activities of various Museum departments (e.g., Public Programs, Cultural Resources, and Community Services) and to promote outreach to the general public by augmenting awareness of Native American life and educating the public about the history and significance of Native cultures
- Solidify Native Arts Program components of Visiting Artist, Community Artist, Community Arts Symposia, and Youth Mural programs. Maximize efforts by developing associated opportunities in the areas of community-based activities, exhibitions (both physical and virtual), public programs, and publications
- Establish an effective Native Media Program including oral histories, radio production, and Web-casting, which ensures the delivery of compelling, relevant audio programming to audiences throughout the world
- Develop an integrated plan for using technological tools to deliver connections and services to Native communities, including the formation of creative linkages to existing NMAI resources
- Continue to maintain high visibility in the press to ensure positive reviews in the local, national, international, and Indian country media
- Focus programming in Indian Country in North, South, and Central Americas
- Manage ongoing and proactive external affairs, including public relations and media programs to enhance the Museum's visibility nationally, internationally and throughout Indian Country

Offer compelling, first-class exhibitions and other public programs (46 FTEs and \$4,548,000)

- Rotate four communities into the three permanent galleries (each approximately 300 square feet)
- Install one major exhibition in the 8,500 square foot Changing Gallery on the Mall
- Continue exhibition planning/curatorial/design with four communities for the FY 2008 community rotation. This includes

script development, design finalization, and object selection of up to 150 objects per community

- Initiate exhibition planning/management/design with four communities for the FY 2009 community rotation. Include initial contact with community, travel to site for meetings, preliminary script development, and community visits to the Cultural Resource Center for object viewing and preliminary selection
- Install three exhibitions of contemporary art in the Changing Gallery at GGHC, including the *Collection Survey* exhibition
- Design and fabricate the NMAI *Fritz Scholder* exhibit, scheduled to open in FY 2007 at both the GGHC and on the Mall
- Provide a year-round exhibition program at the GGHC for three major galleries, including the Pavilion (with an education focus and the Photo Corridor Gallery), and offering daily cultural interpreter programs, major monthly programs, and a major film festival. Projects for FY 2007 include *Ways of Knowing*, preparation for the *Scholder* exhibit, and a major film festival
- Organize four workshops and networking opportunities for Native film makers and Native media organizations with the television, film, and media industries
- Collaborate with Native educational organizations, such as Oyate, American Indian Library Association, National Indian Education Association, and the Canadian Arts Council. Work with them to identify video resource materials
- Present a regular, ongoing schedule of programs encompassing Native cultural arts in collaboration with communities and curatorial teams that complement and expand on exhibition themes
- Produce the third bi-annual Pow Wow for the general public
- Use the Museum's collections to produce various print products (books, posters, calendars, notecards, etc.) for sale and distribution to Museum visitors and the general public
- Provide technical support for exhibits and public programs, interactive kiosks and the Preparation Theatre, replace and repair outdated equipment and, insure that 95 percent of the kiosks are available for public access 95 percent of the time
- Continue to produce and provide print pieces to enhance the visitor experience with general information about the Museum, its exhibitions, programs, and other services. These resources will be available in alternate formats, including Braille and Web access, and will be evaluated by the department responsible for them
- Evaluate visitor services to ensure an effective orientation and ticketing process for public audiences at NMAI

- Increase the GGHC's community outreach initiatives within the metropolitan New York City area, with special focus on targeted programs in the Pavilion to reach local Native populations

Improve the stewardship of the national collections for present and future generations (59 FTEs and \$5,780,000)

- Provide system development for data enhancement and public access maintain NMAI's Collections Information System (CIS) for objects, and provide technical support to augment digitization, cataloguing, and public access to NMAI's photo, audio, film, and video archival resources
- Enhance physical access to the collections for diverse audiences, such as Native visitors, researchers, students, and the general public.
- Maintain and refine the Registration Information System (RITS), within the Registrar's Office, of the complete collections inventory
- Prepare and execute the migration of the RITS to the CIS
- Sustain acquisition programs with a focus on historical collections as well as contemporary art and modern traditional arts
- Digitize 5,000 historical images and work with the Information Technology Department to provide an image bank of collection images via the Internet for easier public and scholastic access
- Enforce comprehensive pest management controls to identify captured pests within the collections at both the Mall Museum and the Cultural Resource Center where the collections are housed, and take corrective measures to counter repeated infestation or damage
- Increase the archives through donations and purchases of printed materials as well as film and photos
- Continue mandated repatriation of sensitive collections to Native communities and develop a comprehensive collections management policy for sensitive materials

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (10 FTEs and \$1,113,000)

- Conduct pilot program for film and video resource materials at tribal colleges
- Present educational information in schools across the country for grades 4–8 via collaboration with *Scholastic Magazine*, and produce a directory of Native film makers
- Research publications and media products, and use them to produce educational resource materials in connection with the Museum's public programs

Enhanced Management Excellence

Execute an aggressive, long-range facilities program, with increased emphasis on maintenance and revitalization (16 FTEs and \$1,535,000)

- Provide maintenance and visitor support services for a seven-day-a-week operation open to the public at the Heye Center in New York

Modernize the Institution's information technology (IT) systems and infrastructure (29 FTEs and \$3,198,000)

- Ensure that NMAI technical staff works locally (in New York, Maryland, and Washington, DC) to provide secure, reliable, and efficient systems, meeting federal standards, with less than 1 percent downtime
- Arrange for information and technology specialists to work closely with NMAI staff to analyze business processes and determine where efficiencies in scale can be achieved through application of information and technology tools. NMAI technology staff will train and support staff's effective use of various information systems to support Museum based applications such as electronic signage, welcome desks, visitor passes, group reservations, public programs, distance education, community services events, and digital resources

Strengthen an institutional culture that is customer centered and results oriented (38 FTEs and \$3,959,000)

- Respond to all internal, OMB, Congressional, and other budgetary requirements accurately and on time
- Meet all NMAI and Smithsonian needs for procurement/travel management and reporting, including support for a Mall Museum, GGHC and the Cultural Resources Center at full operational levels
- Provide training and orientation to staff to ensure their knowledge level is sufficient to support programmatic efforts

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (5 FTEs and \$373,000)

- Continue to manage an active, supportive, and responsive human resources operation within NMAI to achieve the following: provide training budget at a level that is one percent of NMAI's salary allocation; provide performance plans to all applicable staff; ensure that all supervisors conduct at least one mid-year performance review, and provide a venue for Native American recruitment effort

FY 2007 REQUEST—EXPLANATION OF CHANGE

The FY 2007 budget estimate includes a net increase of \$967,000, which includes \$175,000 and 4 FTEs. Included is an increase of \$792,000 for necessary pay for existing staff funded under this line item.

- (+ \$175,000, +4 FTEs) The increase provides for four visitor service representatives for the Visitor Services Program. Visitor Services helps 3.5 million visitors a year experience NMAI. Visitor Services staff run the Museum's Lelawi Theater, with regular programs on a daily basis, and manage visitor access to the daily programs and films in the Rasmuson Theater. Visitor Services staff provide an immediate reference for visitors on the floor of the Museum. They offer guidance and help to provide the best possible experience at the Museum. The added positions will enhance the visitor experience and provide a Native perspective as recommended in the "The Way of the People." The requested increase will enable NMAI to be the role model for visitor interactions in museums worldwide.

If the FY 2007 request is not allowed, our film shown in the main theater, "A Thousand Roads," cannot be shown as often. School groups and other visitors will not all be afforded a reception and orientation to the Museum, and will not have the benefit of a readily available, knowledgeable resource on the floor of the Museum to assist in the visitor experience. Current staff assigned to these tasks will not be able to keep pace with the volume of visitors to the Museum.

ARCHIVES OF AMERICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	20	1,806	0	148	14	1,323	0	0
FY 2006 ESTIMATE	20	1,809	0	103	16	1,439	0	0
FY 2007 ESTIMATE	20	1,865	0	96	16	1,320	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	0	13	0	19	0	6
Provide reference services and information	6	383	6	395	0	12
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	57	2	59	1	2
<i>Collections</i>						
Improve the stewardship of the national collections	8	828	7	834	-1	6
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	0	0	0	14	0	14
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	2	274	2	282	0	8
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	131	1	135	0	4
Modernize the Institution's financial management and accounting operations	2	123	2	127	0	4
Total	20	1,809	20	1,865	0	56

BACKGROUND AND CONTEXT

The mission of the Archives of American Art (AAA) is to collect, preserve, and make available primary sources that document the history of the visual arts in the United States, as well as to foster research and connect the public to a uniquely American cultural heritage. With more than 15 million items, the AAA is the world's largest and most widely used resource on the history of art in America.

To achieve the Institution's goal of Increased Public Engagement, the AAA continues with its ambitious five-year program, begun in 2005, to digitize a significant portion of its more than 50-year accumulation of resources. The project will give the collections their greatest research availability. AAA's newly redesigned website will deliver unprecedented access to new digital files, online exhibitions, subject-focused guides, and reference services. Through exhibitions in Washington, DC and New York City, a first-ever traveling exhibition, and a lecture series, the AAA will reach new audiences as never before. The goal of Enhanced Management Excellence will be met by continuing to improve internal financial and organizational controls, and devoting more resources to staff training.

The FY 2007 estimate includes an increase of \$56,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, the AAA is directing its resources to mounting compelling exhibitions in its Lawrence A. Fleischman Gallery of the AAA in the Patent Office Building (POB). These include: the inaugural exhibition, *Treasures from the Archives of American Art*, July 4–October 28, 2006; *Exquisite Surprise: The Papers of Joseph Cornell*, November 2, 2006–February 23, 2007 (to complement the Smithsonian American Art Museum's concurrent exhibition *Joseph Cornell Navigating the Imagination*); *Jervis McEntee and the Tenth Street Studios*, March 1, 2007–June 29, 2007, celebrating the completion of the Archives' project to digitize McEntee's five-volume diary; and *Wish You Were Here, Artists on Vacation*, July 5, 2007–October 26, 2007.

Development of handheld, kiosk, and website content will optimize the visitor's experience of the exhibitions and reveal the interrelationships among the AAA's resources and the collections of the Smithsonian American Art Museum, the National Portrait Gallery, and other Smithsonian museums.

During FY 2007 the AAA will continue its second year of gallery talks focusing on AAA's exhibitions in the POB. In addition, to reach an even wider audience, the AAA will present an educational program-lecture series in collaboration with the Smithsonian Institution Traveling Exhibition Service (SITES) to complement their traveling exhibition, *More Than Words: Illustrated Letters from the Smithsonian's Archives of American Art*. Through this series of talks, and by devoting resources to presenting online versions of its exhibitions, and continuing to lend documents to exhibitions in museums and other institutions around the world, AAA continues to widen its audience and give people a greater understanding of the history of the visual arts in the United States.

The Archives is negotiating with publisher HarperCollins on an agreement to publish a book of photographs of artists in their studios, in which each photograph is paired with a letter, diary, or other archival document to highlight the meaning of the photographs in an archival context.

In FY 2007, approximately 50 collections representing 500 linear feet of papers of painters, sculptors, critics, and collectors will be processed resulting in new, fully searchable finding aids added to the AAA's website. Of these, 25 will be digitized using state-of-the-art equipment, and in combination with digitization for reference, exhibitions, loans, and special projects, nearly 325,000 digital files will be produced. The increase in digitization will be due to AAA's five-year digitization project funded by the Terra Foundation for American Art, which also supports the development of the AAA's website to accommodate the expanded collection and other information. The newly redesigned, content-managed website will be the central launching site to engage the public with timely release of information and increasingly interactive access to AAA's website reference services section. In addition, the AAA will continue the steady increases in visits to its website by adding finding aids to processed collections, thousands of images representing digitized collections and microfilm, and oral history interviews conducted for the Nanette L. Laitman Documentation Project for Craft and Decorative Arts in America; interviews of American art dealers funded by The Widgeon Point Charitable Foundation and the Art Dealers Association of America; and interviews of women in the arts funded by ArtTable.

The Terra Foundation will also enable the AAA to build on its existing Web-based, online system for delivering subject-focused guides to its collections by adding a *Guide to Photography Related Collections at the Archives of American Art*. This guide will enhance access to more than 200 archival collections and oral history interviews that shed light on essential research on photographers; the artistic photography movement; techniques; the art market; collecting, buying, and selling of photographs and art; the

provenance of individual works of art; and art movements. This project will facilitate collaboration with the Smithsonian Photography Initiative to further engage and inspire diverse audiences.

The AAA's resources will continue to support its systematic survey of collections begun in FY 2004, which is designed to identify preservation needs, research value, and target audiences and other factors to formulate processing priorities that will increase the number of finding aids for collections accessible via the website. Reference services will be strengthened by conducting a customer survey to evaluate and improve services offered via traditional and—increasingly important—electronic means.

The goal of Enhanced Management Excellence will be addressed by continuing to devote resources to perform internal organization audits on processes and functions, ensure compliance with all federal and Smithsonian policies and procedures, and ensure proper management of funds. Staff training remains a priority to give staff the necessary tools to meet new technological needs.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (\$19,000)

- Develop an educational program-lecture series in collaboration with SITES, to complement SITES traveling exhibition *More Than Words: Illustrated Letters from the Smithsonian's Archives of American Art* and reach a wider national audience
- Develop program gallery talks that focus on current exhibitions in the Lawrence A. Fleischman Gallery of the Archives of American Art, to raise public awareness and visibility of the Archives

Provide reference services and information to the public (6 FTEs and \$395,000)

- Expand public access to AAA's vast collection to increase website and in-person visits through continuation of the Terra Foundation for American Art's five-year program to digitize collections which will
 - Add 325,000 new digital files through online finding aids and a public interface to AAA's Digital Collections Database
 - Increase by one the number of online guides by adding a *Guide to Photography Related Collections at the Archives of American Art*
- Increase by 30–50 the number of online finding aids
- Increase by 50 the number of online oral history interviews done for the Nanette L. Laitman Documentation Project for Craft and Decorative Arts in America, and other new grant and gift-related projects

- Enhance the AAA's website with improved content management capabilities to attract more visitors and enhance their level of engagement with the Archives' programs

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (2 FTEs and \$59,000)

- Design, fabricate, and install three exhibitions to premier in the Lawrence A. Fleischman Gallery of the Archives of American Art at the POB; two of the exhibits will collaborate with other SI units
- Develop and implement a survey of public responses to the AAA's exhibitions in the Lawrence A. Fleischman Gallery to assess and improve exhibition design
- Integrate handheld devices, kiosks, and related technologies into exhibition design in the Lawrence A. Fleischman Gallery

Improve the stewardship of the national collections for present and future generations (7 FTEs and \$834,000)

- Address critical processing and preservation activities identified in AAA's continuing systematic survey of all unprocessed collections
- Enhance Collection Information Systems to ensure proper collections documentation, and to support increasingly complex workflow that encompasses acquisition, physical and legal control, processing, preservation, digitization, and Web access

Strengthen Research

Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs (\$14,000)

- Develop a publishing agreement with HarperCollins for a book that will focus on AAA resources and encourage research at the AAA

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (2 FTEs and \$282,000)

- Continue to monitor, revise, and enforce AAA's strategic plan to ensure 100 percent alignment with the Institution's strategic goals

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$135,000)

- Conduct a survey of supervisors to assess employee skills and training needs to strengthen workforce capabilities

Modernize the Institution's financial management and accounting operations (2 FTEs and \$127,000)

- Continue to integrate and monitor internal spending plans for all funds to the monthly expense plans to ensure proper management
- Perform one to two internal audits to ensure compliance with internal controls

ARTHUR M. SACKLER GALLERY/FREER GALLERY OF ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	57	5,657	0	86	53	8,688	0	0
FY 2006 ESTIMATE	57	5,605	0	75	56	9,887	0	0
FY 2007 ESTIMATE	57	5,750	0	75	56	9,887	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	884	8	907	0	23
Provide reference services and information	8	696	8	714	0	18
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	15	1,468	15	1,505	0	37
<i>Collections</i>						
Improve the stewardship of the national collections	14	1,177	14	1,207	0	30
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	495	4	508	0	13
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	3	242	3	249	0	7
<i>Management Operations</i>						
Modernize the Institution's financial management and accounting operations	5	643	5	660	0	17
Total	57	5,605	57	5,750	0	145

BACKGROUND AND CONTEXT

The Freer Gallery of Art and the Arthur M. Sackler Gallery (FSG) celebrate the artistic traditions of Asia. The museums are widely regarded as one of the world's most important and active centers for the collection, exposition, and study of Asian art. The museums collect, study, exhibit, and preserve exemplary works of Asian art, as well as works by James McNeill Whistler and other American artists represented in Charles Lang Freer's original gift. The combined resources of the museums are directed toward programs that advance understanding of the arts of Asia and of the museums' collections.

To achieve the goal of Increased Public Engagement, FSG will continue to maintain momentum in hosting exhibitions of international importance and complementary public programs, as well as expand the number and range of exhibitions and object loans offered to other museums and cultural and educational institutions across the nation and internationally. Associated with these activities, there will be a continued emphasis on scholarly research and an increased Web presence.

To meet the goal of Strengthened Research, FSG will devote resources to maintain the outstanding conservation and scientific research programs currently in place for the analysis, study, and conservation of Asian art and objects, as well as strengthen the contributions of FSG research to exhibitions and public programs and to international guidelines for the care and preservation of Asian works of art.

To support the goal of Enhanced Management Excellence, FSG will continue to participate in programs designed to improve the Institution's management and financial systems, and make additional progress in evaluating and modernizing its internal organization and systems.

For FY 2007, the estimate includes an increase of \$145,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, FSG has developed a long-range strategic plan that focuses on an aggressive, multi-year strategy of high-profile exhibitions and research projects to raise attendance and reassert FSG's preeminence in the field of Asian art.

FY 2007 marks the short-term culmination of this strategy, with the presentation of three major international exhibitions that represent, in scale and diversity, the most ambitious public programming in the history of FSG.

Among the major exhibitions is *Bible and Book: The Earliest Scriptures*, an unprecedented display of the earliest biblical codices from the most important collections in the world—including the British Library and the Vatican—and the Freer’s own collection, which includes Freer’s centennial purchase of early biblical codices that to this day remain the single most important collection of their kind outside Europe. The exhibition will provide a context that emphasizes the West Asian origins of Christian scriptures. The exhibition, *Book of Omens: The Falnama*, continues the FSG’s tradition of presenting rich, in-depth considerations of major manuscripts from the Asian world. This interdisciplinary exhibition focuses on the most unusual of Safavid royal manuscripts, which has to date not been widely studied despite its extreme importance. The culmination of FSG’s FY 2007 exhibition schedule, *Encompassing the Globe: Portugal and the World in the 16th and 17th Centuries*, will bring together approximately 300 works of art that examine the interaction of Portuguese/European visual culture with Portugal’s Asian, African, and Brazilian colonial ventures. Unprecedented in its scope and presentation of cultures and historical periods, this exhibition will be the high mark of the FSG’s past five years’ effort at enhancing the scholarly and public profile of its exhibition program.

To strengthen collegial ties and offer a regular program on the arts of Asia to new audiences, FSG will continue to develop a network of museum partners, often where collections and/or expertise are lacking. The *Asia in America* program showcases the holdings of important American institutional collections of Asian art through an ongoing series of exhibitions presented at the Sackler, strengthening ties with other cultural institutions throughout the nation and with local audiences of program participants. FSG’s *Point of View* program will continue to cast a wide net for new scholarly viewpoints, particularly those of young scholars. In this series, objects from the FSG’s collection will be presented in highly focused, engaging installations so as to concentrate the audience’s attention and contribute to dialogue about Asian art.

To provide greater access to high-quality educational resources, FSG will be looking more carefully at state, county, and municipal-mandated educational programming to ensure that FSG’s programs are curriculum-based. In addition, FSG will devote more effort to developing long-life teaching materials based on the FSG’s world-renowned collection and placing more educational resources on the FSG website to make it the

premier online resource in the United States for information on the arts of Asia.

In the area of collections management, FSG plans to increase public access to the collections through digital technology, and to ensure data integrity in the digital collections management system. The recommendations from the current space allocation studies will be implemented, and will result in more efficient use of storage space and access to the collection by scholars and the public. Plans have been prepared to increase storage in the library, which is much used by the public, scholars, and staff, to avoid off-site storage for a major part of the collection.

Improvements in visitor services are expected during FY 2007, primarily as a result of continuing visitor surveys and improved signage and way-finding. FSG expects to survey visitors to determine their interest in the use of increased technology in exhibitions, as well as in the use of handheld, electronic, self-guided tours. FSG will continue to focus on making its collections accessible to the public through its website. The website will offer an expanded number of objects for viewing and research by national and international audiences. FSG is also reviewing several of the Sackler galleries to accommodate a future orientation center.

To achieve the goal of Strengthened Research, FSG will continue to devote resources to its internationally renowned conservation department and laboratory. Research work in the analysis, study, conservation, and long-term preservation of Asian art objects and materials of Asian art will help guarantee that objects from FSG's collections and many other museums remain accessible to future generations. In FY 2007, curators and researchers will be studying and publishing new research on the collections, including the recent gift of Japanese prints from the Robert O. Muller collection, ancient Chinese art donated by Dr. Paul Singer, the extensive collection of ancient Chinese jades, and the major collection of early biblical manuscripts. Work on the first of five volumes about the Freer's collection of Song and Yuan paintings is due to be reviewed, edited, and published in FY 2007. In addition, FSG plans to offer at least one symposium for serious art collectors, where curators will offer their expertise in analyzing the nature and provenance of collectors' objects, an investment that FSG hopes will open doors for future donations to enhance the collections. To safeguard the conservation department's reputation as one of the world's finest scientific research and conservation centers in the Asian art world, FSG also will begin a planned program to modernize its equipment inventory through upgrades, enhancements, or replacement of outdated equipment.

To meet the goal of Enhanced Management Excellence, FSG expects to play a continuing leadership role in developing sophisticated collections management systems. In addition, as implementation of the new Institution-wide financial and human resources systems is expanded, it is anticipated that they will result in improved administrative efficiencies and reporting mechanisms within FSG. Accountability will be improved by linking the strategic plans and goals of the museums directly to departmental activities and outputs to ensure that resources are effectively deployed and managed.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement: Diffusion of Knowledge

Engage and inspire diverse audiences (8 FTEs and \$907,000)

- Increase the number of attendees at family programs by 10 percent over FY 2006
- Develop plans for a self-guided tour for the permanent collection by the end of FY 2007
- Use the FY 2006 visitor survey results to implement at least two recommended improvements in visitor services

Provide reference services and information to the public (8 FTEs and \$714,000)

- Develop one new curriculum based on state-mandated guidelines and distribute to schools by the end of FY 2007
- Increase by 5 percent the number of website visitors over FY 2006
- Increase by 10 percent the number of FSG objects available on the website over FY 2006

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (15 FTEs and \$1,505,000)

- Mount four major exhibitions to increase visitation over FY2006 attendance
- Increase the number of displays and rotations, emphasizing recent additions to the permanent collections
- Provide family-friendly educational programming for each major exhibition
- Place FSG objects in at least two non-FSG exhibitions at other institutions in FY 2007

Improve the stewardship of the national collections for present and future generations (14 FTEs and \$1,207,000)

- Initiate at least one new fellowship or scholarly award in FY 2007
- Raise the profile of the Conservation Department through a 5 percent increase in publications over FY 2006
- Complete conservation on at least 100 FSG objects

Strengthened Research: Increase of Knowledge

Ensure the advancement of knowledge in the humanities through original research (4 FTEs and \$508,000)

- Study and publish new research on recent collections: Dr. Singer's gift of ancient Chinese art; the extensive collection of ancient Chinese jades; the Freer collection of Song and Yuan paintings; the Muller collection of Japanese prints; and the collection of early biblical manuscripts
- Organize one symposium for serious art collectors

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (3 FTEs and \$249,000)

- Modernize and standardize all IT desktop and peripheral platforms to single-faceted footprints
- Initiate desktop and peripheral support for all Macintosh Apple workstations
- Finalize installation of the latest software for The Museum System (TMS), FSG's collections information system

Modernize the Institution's financial management and accounting operations (5 FTEs and \$660,000)

- Use the new and enhanced Enterprise Resource Planning System modules to improve monthly tracking of budget versus actual financials, and to enhance management reports for senior staff and Board members
- Reduce by 10 percent the number of purchase orders generated through purchase card improvements and consolidation of orders

COOPER-HEWITT, NATIONAL DESIGN MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	39	3,054	16	2,489	13	3,284	0	17
FY 2006 ESTIMATE	39	3,010	17	2,844	12	4,430	0	0
FY 2007 ESTIMATE	39	3,085	17	2,844	12	4,430	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	238	3	246	0	8
Provide reference services and information	1	90	1	94	0	4
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	4	403	4	381	0	-22
<i>Collections</i>						
Improve the stewardship of the national collections	9	855	9	963	0	108
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	3	153	3	153	0	0
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	11	556	11	555	0	-1
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	2	204	2	210	0	6
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	0	0	1	96	1	96
Modernize the Institution's financial management and accounting operations	5	449	4	322	-1	-127
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	62	1	65	0	3
Total	39	3,010	39	3,085	0	75

BACKGROUND AND CONTEXT

The Cooper-Hewitt, National Design Museum (CHNDM), located in New York City, is the only museum in the nation dedicated exclusively to historic and contemporary design. Its collection is international in scope and encompasses 250,000 objects representing 23 centuries of design, from China's Han Dynasty (200 B.C.) to the present day. The Museum presents compelling perspectives on the impact of design on daily life through active educational programs, exhibitions, and publications.

As the design authority of the United States, CHNDM's programs and exhibitions demonstrate how design shapes culture and history—past, present, and future. To achieve the Institution's goal of Increased Public Engagement, the Museum will continue its dynamic exhibition programming and active roster of education and public programs, as well as expand the number of programs offered in venues outside the New York metropolitan area. Together, these programs will help CHNDM engage larger, more diverse audiences, and fulfill its mission to serve as a catalyst for design education, both nationally and internationally. To achieve the goal of Enhanced Management Excellence, the Museum will devote resources to enhancing visitor facilities and redesigning the Museum's website.

For FY 2007, the estimate includes an increase of \$75,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, CHNDM will concentrate its resources on maintaining a world-class exhibition program that will attract diverse audiences and prove unique in its balancing of historic and contemporary design shows. Each of the upcoming exhibitions in FY 2007 will feature significant objects and original theses, and will have a strong appeal to a diverse audience of visitors. Major exhibitions will include the *National Design Triennial*; *Piranesi as Designer*; and *Remix*. Smaller surveys of design will include the *Eugene Thaw Model Collection*; *Samplings*; *IDEO*; *Children's Wallpaper*; and *Sustainable Design*. In conjunction with the exhibitions and design surveys, the Museum will offer a series of public programs (such as workshops, studio visits, international conferences, and study tours) to engage and inspire the general public, as well as professional, youth, and educator audiences.

As part of its national outreach effort, CHNDM plans to expand its "City of Neighborhoods" program in three to five venues outside the New York City area in FY 2007. This innovative program brings architects, educators, and planners together to extend the classroom into the

community and apply design education to a neighborhood concept, enabling teachers to take this model back to the classroom for development of similar programs for K–12 students and for after-school programs. The program’s goal is to use design to promote community awareness and to involve young people in positive community change. The Museum will also continue to offer an expanded Summer Design Institute program on the West Coast as well as in New York City. This program, which celebrated its tenth anniversary in 2004, is also geared to K–12 and design educators, and draws a steadily increasing national and international audience each year. Outreach will be further enhanced by a continued effort to lend major works to other venues in the United States and abroad.

Resources will continue to support exhibition-related scholarly research in order to create the most innovative and educational exhibitions for the public to view. The Museum anticipates that important new research will be published in conjunction with each major exhibition presented in FY 2007. Catalogues are anticipated for the *National Design Triennial*, *Piranesi as Designer*, and *Remix* exhibitions, depending on whether private publication funding can be secured.

CHNDM hopes to make its educational opportunities available to a broader audience in FY 2007 through greater use of technology. In particular, the Museum plans to devote resources for increasing the accessibility of its education programs through video and the Internet. This will include components of the “City of Neighborhoods” and Summer Design Institute programs to support the growing network of program participants and to make program resources available to broader audiences.

To improve the stewardship of the national design collection, the Museum will catalogue and put an additional 10,000 objects in the electronic collections information system and on the Web by the end of FY 2007. The Museum will continue to support an onsite graduate program on the history of decorative arts, which will enable students and scholars to have access to objects. The Museum will also continue to respond to requests for exhibition loans. In FY 2007, a process will be implemented to ensure that objects will receive required conservation prior to being moved into renovated climate-control storage, as well as when objects require constant attention to maintain their stability.

To achieve the goal of Enhanced Management Excellence, the Museum expects to conduct a review of on-site and off-site storage, redesign CHNDM’s website to create a world-class online resource for design education, and streamline financial systems to improve the efficiency of the procurement process. In addition, the Museum will continue to publicize its

offerings online, as well as in the *Cooper-Hewitt National Design Journal* and the Museum's spring and fall program brochures.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement: Diffusion of Knowledge

Engage and inspire diverse audiences (3 FTEs and \$246,000)

- Offer 60 public programs, including workshops, studio visits, international conferences, and study tours in conjunction with major exhibitions and smaller design surveys
- Offer 10 "City of Neighborhoods" community education programs in at least three states and in New York City

Provide reference services and information to the public (1 FTE and \$94,000)

- Increase awareness of the Museum and garner additional visitors by executing a public relations campaign for each CHNDM exhibition and public program
- Attract one million visitors to the Museum's website

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (4 FTEs and \$381,000)

- Mount five exhibitions on historic and contemporary design
- Send two CHNDM exhibitions to other museums
- Attract 150,000 visitors to the Museum's exhibitions

Improve the stewardship of the national collections for present and future generations (9 FTEs and \$963,000)

- Catalogue 10,000 objects in the electronic collections information system and make these available on the Museum's website
- Implement process to ensure that objects receive required conservation prior to being moved into renovated climate-controlled storage

Strengthened Research: Increase of Knowledge

Ensure the advancement of knowledge in the humanities through original research (3 FTEs and \$153,000)

- Publish three exhibition catalogues based on research of the collections
- Produce two booklets for smaller design surveys based on research of the collections

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (11 FTEs and \$555,000)

- Conduct reviews of on-site and off-site storage

- Provide maintenance of the facility and upkeep of the grounds while making continued progress in improving the level of cleanliness

Modernize the Institution's information technology (IT) systems and infrastructure (2 FTEs and \$210,000)

- Redesign the Museum's website to create a world-class online resource for design education

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$96,000)

- Monitor Museum staffing and organization to ensure efficiency
- Work closely with central Smithsonian offices to implement new management systems and processes

Modernize the Institution's financial management and accounting systems (4 FTEs and \$322,000)

- Develop management reports for Board members, the director, and senior management of Cooper-Hewitt, using the Smithsonian's Enterprise Resource Planning System
- Develop and present interim and year-end financial information to the Board and senior management within eight weeks of fiscal-year closure

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$65,000)

- Produce the *Cooper-Hewitt National Design Journal* and the Museum's spring and fall program brochure publicizing the offerings of the Museum

HIRSHHORN MUSEUM AND SCULPTURE GARDEN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	53	3,997	2	1,108	3	4,132	0	9
FY 2006 ESTIMATE	53	4,035	2	959	9	4,567	0	0
FY 2007 ESTIMATE	53	4,146	2	983	9	6,945	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	697	8	716	0	19
Provide reference services and information	4	299	4	307	0	8
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	18	1,185	18	1,217	0	32
<i>Collections</i>						
Improve the stewardship of the national collections	7	460	7	472	0	12
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	3	371	3	381	0	10
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	6	580	6	596	0	16
Modernize the Institution's financial management and accounting operations	3	194	3	201	0	7
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	249	4	256	0	7
Total	53	4,035	53	4,146	0	111

BACKGROUND AND CONTEXT

The mission of the Hirshhorn Museum and Sculpture Garden (HMSG) is to collect, preserve, and exhibit the art and artists of our time; to develop educational materials and conduct programs to increase public understanding of and involvement in the development of modern and contemporary art on an international scale; and to conduct and disseminate new research in the study of modern and contemporary art.

To achieve the Institution's goal of Increased Public Engagement, HMSG is focusing a substantial portion of its resources on producing a compelling exhibition program based on its collections and loaned works of international modern and contemporary artists. Resources will also support national outreach through website development, catalogues and brochures, outgoing loans, collaborations with other museums, and traveling exhibitions. Associated with these activities is a continued emphasis on the development of educational materials, public programs, collections and exhibition-related scholarly research, and the refinement, care, and management of the national collections. To support the goal of Enhanced Management Excellence, HMSG will use the implementation of Institution-wide management and financial systems to more effectively manage resources within the Museum, promote and maintain a diverse workforce and culture of equal opportunity, and continue with capital improvements and planning.

For FY 2007, the estimate includes an increase of \$111,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, HMSG will direct resources to research, preservation, and collection display activities that will enhance public access to its collections. Activities will include exhibitions at HMSG and on tour, loans of objects to other institutions, publications based on scholarly research, educational resources and events based on the collections, and an increased Web presence. The Museum will continue to develop innovative interpretive models for working with the permanent collections through installations that feature new groupings and juxtapositions of more familiar works. Public programming will use dance, music, and other cultural resources to draw new audiences and develop a broader understanding of the visual arts based on the collections. The *Directions* series of exhibitions by contemporary and lesser-known artists will provide a wide range of stimulating experiences for repeat and first-time visitors alike. Significant exhibitions during FY 2007 will include a

contemporary group sculpture show, as well as a major, year-long exhibition about film and video at the advent of the 21st century.

The Hirshhorn will continue to tour the exhibition of *Hiroshi Sugimoto*, which will open at the Modern Art Museum of Fort Worth in the fall of 2006. The Museum will also continue to loan art to other institutions, giving visitors in other cities and countries the opportunity to see portions of the national collection.

In addition, HMSG will use resources to support scholarly research during the planning and execution phases of Museum projects. During FY 2007, these projects will include installations of the permanent collection, the sculpture show, the film and video project, and *Directions* exhibits, as well as collection catalogues and other publications to enhance the Museum's exhibitions and public programs and to serve as permanent documentation of the scholarly research performed.

HMSG will continue developing a variety of public programs, including educational resources that reach a wide audience through schools and institutions of higher learning. The Museum will pilot educational partnerships with local colleges and universities and Washington-area middle and high schools.

Current information about the HMSG collections and digital images will continue to be made available to the public via the website. In addition, the Museum will expand distribution of its free online newsletter to subscribers and educational resources, including teaching materials and interactive programs, to attract more visitors to the Museum and the Smithsonian. The Hirshhorn Calendar, a quarterly publication, will be updated in its content and design to serve a broader audience.

To achieve the goal of Enhanced Management Excellence, HMSG will continue to participate in the implementation of the new Institution-wide financial and human resources systems to manage financial resources and people more efficiently. A significant number of staff continues to be eligible for retirement. As people retire, HMSG has an unprecedented opportunity to diversify its workforce and plan for new positions that are more reflective of the contemporary workplace and current administrative and program-execution needs. Planning and development will continue on a comprehensive long-range plan to accommodate future public and support needs, and to set goals for future support.

Trust funds will supplement federal resources to provide support for HMSG's external affairs activities, which will focus on fund raising,

communications, and marketing. An integrated communications and marketing effort will expand the quantity and quality of the public's access to and understanding of the work of the Hirshhorn. Visitor surveys conducted on site and through the Web will help focus efforts to increase both the number and quality of visitor experiences at the Museum. In addition, the number of media contacts will be increased and the media pool will be expanded to reach a greater national and international audience outside of the Washington, DC area.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement: Diffusion of Knowledge

Engage and inspire diverse audiences (8 FTEs and \$716,000)

- Offer at least two teacher workshops, one on the permanent collection and one on an exhibition, to reach a wide spectrum of students of diverse backgrounds and interests in the visual arts
- Offer at least two family hands-on activities that focus on the permanent collection and/or an exhibition, and that provide insight for constituents of diverse backgrounds into the visual arts

Provide reference services and information to the public (4 FTEs and \$307,000)

- Produce a new handout on the Museum's permanent collection
- Produce at least 10 public programs, including series of lectures, music performances, film, etc.
- Improve visitor services by providing floor plans and other way-finding aids
- Maintain attendance at FY 2006 levels

Offer compelling, first-class exhibitions at the Smithsonian and across the nation (18 FTEs and \$1,217,000)

- Produce at least five art rotations as part of a year-long event celebrating the national collections
- Initiate at least one collaborative project with another museum, focused on international modern and contemporary art

Improve the stewardship of the national collections for present and future generations (7 FTEs and \$472,000)

- Improve access to the permanent collections by reorganizing the sculpture and painting collections both on-site and off-site and completing storage reorganization of works on paper
- Improve access to the permanent collections by adding 500 new images and/or expanded collections records on the website and the art database

Strengthened Research: Increase of Knowledge

Ensure the advancement of knowledge in the humanities through original research (3 FTEs and \$381,000)

- Present original research on the permanent collections at two professional meetings, in at least five collection-featured art exhibition rotations, five lectures and artist talks, and in three new brochures or other publications designed to feature the permanent collections

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (6 FTEs and \$596,000)

- Develop short-, mid-, and long-range goals for the Museum so that planning and execution of programs can proceed more efficiently, despite having fewer resources

Modernize the Institution's financial management and accounting processes (3 FTEs and \$201,000)

- Complete development of financial reporting formats and data to help managers and supervisors better manage their staff and resources, and to enable trustees to more clearly understand the Museum's financial situation

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$256,000)

- Work to establish relationships with the Congressional Arts Caucus, Congressional Humanities Caucus, and Senate Cultural Caucus to expose its members to contemporary art issues related to public support for the arts
- Maintain FY 2006 level of contacts, mailings, and outreach to local, national and international news media

NATIONAL MUSEUM OF AFRICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	37	4,175	2	393	0	304	0	0
FY 2006 ESTIMATE	37	4,238	2	461	0	172	0	0
FY 2007 ESTIMATE	37	4,321	2	461	0	172	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	9	988	9	1,007	0	19
Provide reference services and information	2	220	2	225	0	5
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	15	1,599	15	1,634	0	35
<i>Collections</i>						
Improve the stewardship of the national collections	4	486	4	494	0	8
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	116	1	118	0	2
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	477	3	484	0	7
Modernize the Institution's financial management and accounting operations	2	283	2	288	0	5
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	69	1	71	0	2
Total	37	4,238	37	4,321	0	83

BACKGROUND AND CONTEXT

The National Museum of African Art (NMAfA) fosters and sustains—through exhibitions, collections, research, and public programs—an interest in and understanding of the diverse cultures in Africa as they are embodied in aesthetic achievements in the visual arts. The Museum collects and exhibits the arts, ancient to contemporary, of the entire continent. Museum-developed research, publications, and educational programs reflect NMAfA's mission and strategies and are in accordance with them.

To achieve the goal of Increased Public Engagement, NMAfA is dedicating resources to digital technology, with an emphasis on the Museum's website, virtual publications, online educational resource materials, and access to the Museum's object and photographic collections. The Museum also is focusing resources on the implementation of three temporary exhibitions in FY 2007, as well as major exhibition planning and preparations for three exhibitions scheduled to open in FY 2008. NMAfA is continuing to produce engaging educational programs and activities that accompany these exhibitions and expand community outreach.

NMAfA will achieve its goal of Enhanced Management Excellence by focusing on information technology (IT) operations, staff performance, and media relations and marketing. A comprehensive IT plan will integrate all the Museum's IT operations for administration, collections, exhibitions, and public access. As a means of establishing the staff as stakeholders in the success of NMAfA, the goals of the Smithsonian and NMAfA, as outlined in their respective strategic plans, will be integrated into the performance plans of all staff. To increase efficiency in financial management, all department heads will have budgetary responsibilities included in their performance plans. The Museum also will increase its public visibility through enhanced relationships with media outlets and various stakeholders, including local area teachers and volunteers.

For FY 2007, the estimate includes an increase of \$83,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NMAfA is directing resources to activities that will result in larger and more diverse audiences. Through enhanced navigation features and multimedia applications, the Museum's redesigned website will provide greater access to collections, including an online resource guide for the Eliot Elisofon Photographic Archives, and to exhibitions. Web stations throughout the Museum will also provide interactive opportunities and virtual tours to enhance the visitor experience.

NMAfA will conduct regular visitor surveys and hold “town hall” meetings with community representatives, various age groups (such as college students and adolescents), and docents to provide input for future exhibitions and activities. These efforts will result in more effective planning and development of programs and services for diverse audiences, enabling the Museum to more effectively reach target audiences.

Educational programs will include “Sights and Sounds” musical performances, “Let’s Read Africa,” adult and children’s film series, storytelling, Community Day, and exhibition-related teacher/student workshops. Adult lecture and film series will target mixed generational audiences.

In addition, NMAfA will continue to use digital technology for online cataloguing of the Eliot Elisofon Photographic Archives, and will expand maintenance and care of the collection. Digital access will facilitate research and study by students, teachers, scholars, and the general public.

In FY 2007, three new exhibitions are expected to attract general audiences, collectors, scholars, and educators by presenting traditional and contemporary art of various media from virtually the entire African continent. *African Art from the New Orleans Museum of Art* is an exhibition of approximately 85 traditional works of art from one of the major public collections of African art in the United States. *Portugal and the World*, a collaborative multi-exhibition project organized by the Arthur M. Sackler Gallery, is a selection of traditional African objects from major national and international collections that reflects the influence of Portuguese culture in Africa. With approximately 90 works dating from ancient to modern times, *Inscribing Meaning: The Power of African Scripts* presents the ingenuity and creativity of African artists who incorporate script and graphic forms of communication into a wide range of artworks.

NMAfA will also direct resources toward planning, design, and preparation of three exhibitions scheduled to open in FY 2008. *The Art of Being Tuareg: The Blue People of the Sahara*, is the first such comprehensive survey of the Tuareg culture. *Treasures II*, a signature exhibit, focuses on major works from private collections in the United States and from NMAfA. A young-audience-oriented exhibition, *Thinking with Animals*, provides an introduction to how Africans perceive and organize their world by using animals as symbol and metaphor. In addition, the Museum will continue to upgrade its galleries and showcase works from NMAfA’s permanent collections of contemporary and traditional African art.

In FY 2007, NMAfA will implement annual reviews and updates of its revised policy for collections management and care while deaccessioning efforts continue to reduce the number of objects in the collections.

To address the goal of Enhanced Management Excellence, NMAfA is focusing resources in several areas: IT operations, staff performance and accountability, and relations with the media. With its five-year IT plan in place, information technology efforts will integrate the Museum's information technology functions for administration, collections management, exhibitions, and public access. The IT plan will be reviewed on an annual basis and updates made as needed. Using the Museum's recent five-year strategic plan and feedback from visitor surveys, annual reviews and updates will be made to NMAfA's operational plan to ensure quality public programs and experiences for all audiences.

Accountability will be achieved by integrating NMAfA and Smithsonian performance goals into performance plans for all staff. In addition, financial management responsibilities will be incorporated into the performance plans of all department heads. The Museum will continue to enhance its relations with the media by expanding the number of its contacts with media representatives and outlets.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement: Diffusion of Knowledge

Engage and inspire diverse audiences (9 FTEs and \$1,007,000)

- Enhance the current website to increase virtual visitors by 20 percent
- Implement regular annual visitor surveys to measure overall satisfaction with visitors' experiences at the Museum
- Achieve 85 percent favorable response in visitor surveys for exhibitions and public programs
- Schedule at least two ad hoc meetings with community advisory groups and docents to provide input in planning exhibitions and public programs
- Present at least six types of public programs (such as lectures, films, and workshops) with broad appeal to expand audiences of adults and children
- Increase participation in community outreach programs by 10 percent
- Present at least six adult and eight family public programs that incorporate current research in African art and culture

Provide reference services and information to the public (2 FTEs and \$225,000)

- Make available online 100 percent of all current educational resources such as family guides, gallery guides, programs, brochures, and live artists' interviews to increase public access to Museum activities and offerings
- Increase online cataloguing and digital images of the Eliot Elisofon Photographic Archives by 10 percent to provide greater access to the collection for audiences outside the Washington, DC area

- Increase online cataloguing and digital images of art objects in the collections database by five percent

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (15 FTEs and \$1,634,000)

- Present three major exhibitions with broad appeal to attract more diverse audiences, including children and adults
- Secure 30 loans of significant works of African art from domestic and international private and public collections for display at NMAfA
- Complete 95 percent of the planning and design of three exhibitions, including one targeting young audiences, scheduled to open in early FY 2008

Improve the stewardship of the national collections for present and future generations (4 FTEs and \$494,000)

- Implement a revised collections management and care policy, with annual reviews for necessary updates
- Reduce by five percent the number of objects designated for deaccessioning

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$118,000)

- Implement the Museum's five-year IT plan that integrates all IT functions for administration, collections management, exhibitions, and public access, with annual upgrades performed as needed

Strengthen an institutional culture that is customer-centered and results-oriented (3 FTEs and \$484,000)

- Implement the annual update of the Museum's three- to five-year public program plan
- Modify staff performance plans to conform to the performance goals of the Museum and the Institution

Modernize the Institution's financial management and accounting operations (2 FTEs and \$288,000)

- Implement a financial plan for Museum-wide tracking and reporting of revenue and expenses by department, and project on a monthly schedule in accordance with Smithsonian standards
- Incorporate financial management responsibilities into the performance plans of all department heads

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$71,000)

- Initiate contact with at least four new media representatives to publicize NMAfA's activities and programs

NATIONAL PORTRAIT GALLERY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	63	4,957	3	622	4	1,961	0	0
FY 2006 ESTIMATE	64	8,615	3	677	6	4,978	0	0
FY 2007 ESTIMATE	64	5,441	3	703	6	1,945	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	720	8	730	0	10
Provide reference services and information	6	804	6	534	0	-270
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	11	1,481	11	953	0	-528
<i>Collections</i>						
Improve the stewardship of the national collections	19	2,467	19	1,523	0	-944
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	627	4	372	0	-255
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	988	1	123	0	-865
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	12	1,181	12	1,040	0	-141
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	347	3	166	0	-181
Total	64	8,615	64	5,441	0	-3,174

BACKGROUND AND CONTEXT

The National Portrait Gallery (NPG) functions as a free public museum for the exhibition and study of portraiture depicting men and women who have made significant contributions to the history, development, and culture of the people of the United States, and the artists who created such portraiture. Congress established the NPG to be the pinnacle of national recognition, and the Gallery will continue to ensure that its collections honor the American people.

To achieve the goal of Increased Public Engagement, the NPG will evaluate its installations and programming for the July 2006 reopening of the Patent Office Building (POB) and will examine its plans to identify strengths and weaknesses and correct any deficiencies.

The goal of Enhanced Management Excellence will be achieved by using marketing results to direct improvements that meet the needs and expectations of visitors and stakeholders. With the achievement of fulfilling its mandate to successfully reopen the POB in FY 2006, the NPG will use FY 2007 to prepare an exhibition and educational programming outline for the future.

The FY 2007 estimate includes a net reduction of -\$3,174,000. This amount includes a reduction of -\$3,328,000 in one-time, two-year funds received in FY 2006 for the reinstallation and reopening of the POB, and an increase of \$154,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The National Portrait Gallery's 2006 inaugural exhibitions for the reopening of the Patent Office Building will be replaced with new shows ranging from the 4,000 square foot *Treasures from the National Portrait Gallery, London*, to a photography show with 75 images of American women of the 20th century. Due to their fragile nature, most of the works on paper displayed in the Portrait Gallery's permanent collection installation, numbering around 300 objects, will be rotated off view, and new collection items will be matted and framed to replace them.

The long-awaited opening of the POB's 21st century addition of the covered courtyard will be celebrated with special programming and events to commemorate the occasion.

Planning will commence for the second Outwin Boochever Portrait Competition to be held in FY 2009. The competition is a nationwide endeavor that enables artists—both known and unknown—to submit their works to compete for a portrait commission, a cash award, and an opportunity to participate in an exhibition of selected painted and sculpted works. The NPG will also manage the 2006 portrait commission winner and unveil that work to the public.

The sixth annual Peck Presidential Awards for "Service to a President" and "Portrayal of a President" will be announced in the fall of 2006, and the winners will participate in a session designed as an educational forum to further high school students' understanding of the presidency and of those who have held, served, and portrayed that office. In FY 2006, the planning, nomination, and selection of the winners for the 2007 awards will be determined.

The NPG will continue to develop a broad range of national and regional educational programs for school and community audiences that will result in increased visitation. Programs designed for various ages will be presented, using such media as literature-based arts activities, musical performances, plays, historical actors, interactives, and workshops for teachers and museum professionals.

In addition, the NPG will continue to provide an important research base for portraiture at its award-winning website, and will continue its significant contribution to the visual history of our nation through the distribution of photographic and digital images from its collection for use in books, videos, CDs, and other media.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

***Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture
(8 FTEs and \$730,000)***

- Award two Peck Presidential Medals, one for "Service to the Presidency" and one for "Portrayal of the Presidency"
- Present two town hall sessions, with participation by the winners of the Peck Presidential Medals, to promote high school students' understanding of the presidency
- Present the Edgar P. Richardson symposium on American portraiture and biography
- Publish four issues of *Profile*, the Gallery's publication, to increase national awareness of NPG programs and research, with each issue

including a special pull-out section featuring NPG's upcoming programs

- Recruit and train two new corps of volunteers—gallery educators and teen ambassadors—to facilitate interactive programs throughout the Museum
- Design 25 education programs and 150 presentations for school and community audiences
- Have the curatorial departments present five Open House Collection Storage programs to provide opportunities for the public to view collection objects not on display
- Build on existing relationships with scholars, both inside and outside the Smithsonian, to develop collaborative ventures for the future, including public programs and exhibitions

Provide reference services and information to the public (6 FTEs and \$534,000)

- Update the NPG website to include virtual tours of current exhibitions, an enhanced collection database, and program information
- Publish an NPG biographical reference volume that will introduce the public to the NPG collection and its emphasis on biography
- Produce a high-quality illustrated book on photographer Zaida Ben-Yusuf that will appeal to scholars and the museum-going public
- Write, edit, and publish up to 10 flyers and brochures and 500 labels for new exhibitions and programs
- Continue to provide individual responses to public inquiries about individual portraits and biographies

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (11 FTEs and \$953,000)

- Install a major exhibition of *Treasures from the National Portrait Gallery, London*
- Install seven smaller exhibitions that will reflect the Gallery's mission to exhibit portraits of individuals who have made significant contributions to American history or culture or who have expanded knowledge of American portraiture
- Replace 300 works on paper in the permanent collection currently on view in public galleries with new objects

Improve the stewardship of the national collections for present and future generations (19 FTEs and \$1,523,000)

- Ensure adherence to current Museum practices by conducting an inventory to track the collection and update 600 object records
- Acquire portraits of significant Americans when available, particularly from under-represented populations
- Conduct condition reports on 300 paper objects that will go on view to the public, and survey paper objects that will be removed from

view to check for any damage which may have occurred during display

- Conduct conservation treatments for collection objects that require treatment
- Assess the new visible Conservation Lab in the POB to improve conditions for conserving the collection and programming for the public

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs (4 FTEs and \$372,000)

- Continue research and writing for Volume 7 of the *Selected Papers of Charles Willson Peale and His Children*, the concluding volume of the series
- Continue research for images and biographies of significant Americans that should be added to the collection and included in exhibitions and publications
- Have staff serve on Smithsonian committees that select Smithsonian residential fellows (pre and post-doctoral fellows) and review nominations for the Secretary's Distinguished Research lecturer
- Have staff serve on the editorial board of the Smithsonian American Art Museum's periodical, *American Art*

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$123,000)

- Manage and refine IT capabilities that will enhance the visitor experience and increase visitation
- Train and cross-train staff on various Smithsonian software programs and systems
- Manage services to secure reliable and efficient technological systems to meet federal standards, with less than one percent downtime

Strengthen an institutional culture that is customer centered and results oriented (12 FTEs and \$1,040,000)

- Collect and report on audience/customer data for NPG programs and products, and introduce marketing planning, implementation, and controls to use for planning future programming
- Improve management of the NPG through increased staff communications, training, and reorganizations, as appropriate
- Coordinate efforts with other Smithsonian units to improve systems and procedures

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (3 FTEs and \$166,000)

- Conduct robust publicity and media campaigns at national and local levels to announce the opening of the POB's covered courtyard and the Portrait Gallery's exhibitions, programs, and special events

FY 2007 REQUEST—EXPLANATION OF CHANGE

The FY 2007 budget estimate includes a net decrease of -\$3,174,000. Included is an increase of \$154,000 for necessary pay for existing staff funded under this line item, and a reduction of -\$3,328,000 for a one-time increase in two-year funds in FY 2006 to prepare the renovated Patent Office Building for its reopening to the public in July 2006.

SMITHSONIAN AMERICAN ART MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	102	7,561	4	676	22	5,705	2	244
FY 2006 ESTIMATE	103	12,344	5	678	21	8,684	2	199
FY 2007 ESTIMATE	103	8,318	5	679	21	5,993	2	199

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	22	2,058	22	1,838	0	-220
Provide reference services and information	2	126	2	130	0	4
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	21	5,681	21	1,733	0	-3,948
<i>Collections</i>						
Improve the stewardship of the national collections	32	2,336	32	2,408	0	72
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	3	295	3	304	0	9
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	7	569	7	586	0	17
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	355	4	367	0	12
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	90	1	93	0	3
Modernize the Institution's financial management and accounting operations	3	197	3	203	0	6

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	7	584	7	602	0	18
Modernize and streamline the Institution's acquisitions management operations	1	53	1	54	0	1
Total	103	12,344	103	8,318	0	-4,026

BACKGROUND AND CONTEXT

The Smithsonian American Art Museum (SAAM) is the nation's Museum dedicated to the arts and artists of the United States from colonial times to the present. The Museum's programs make American art available to national audiences and beyond, as well as to those who visit its two historic landmark buildings in Washington, DC: the Patent Office Building (POB), reopening in July 2006 after six years of renovation, and the Renwick Gallery, dedicated to American crafts and decorative arts.

To achieve the goal of Increased Public Engagement, SAAM devotes most of its federal resources to exhibitions, education, collections care and enhancement, Web and research resources, publications, and services to the public. The remainder is dedicated to research and effectively managing the Museum's resources in the pursuit of Enhanced Management Excellence.

The FY 2007 estimate includes a net reduction of -\$4,026,000. This amount includes a reduction of -\$4,274,000 of one-time, two-year funds received in FY 2006 for the reinstallation and reopening of the POB and an increase of \$248,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

In this first year after reopening, SAAM will take full advantage of expanded spaces and new facilities to share the history and culture of the nation with the public. The renovated historic landmark building will house newly installed collections and exhibitions to attract old friends and new, revitalizing membership, and patron programs. Increased exhibition spaces, a restaurant, and shops will provide visitors with a broader menu of choices and encourage more frequent return visits to the Museum. The Lunder Conservation Center will provide a window on collections care, and the Luce Foundation Center for American Art will make an additional 3,500 collection objects accessible in densely installed glass cases. Innovative wireless handheld technology will draw the life long learner to mine a rich vein of content on SAAM collections and American culture in general. A 350-seat

auditorium will host a vastly expanded range of public programming that includes lectures and films as well as music, theater, and dance performances. Completion of a glass atrium over the courtyard will create a grand, year-round gathering space for premier events.

At the Renwick Gallery, the Museum will continue to present exhibitions and rotations of its permanent collection of American crafts, and encourage visitation with a lively range of public programs.

National outreach will include tours of SAAM's Eadweard Muybridge and William H. Johnson exhibitions, expanded distance learning and national education programs, continuation of SAAM's popular online reference service, Joan of Art, and increased data and images available on the Web. Staff research on collections and related topics will be accessible through publications, lectures, the Internet, and other Museum programs. A marketing and media campaign will promote the Museum's collections and programs to a broad general audience.

Challenging financial times require vigilant management of resources, improved business practices, and expanded partnerships. Ongoing implementations and enhancements to ERP modules will make information sharing more efficient and effective. SAAM staff will stay involved in the ERP development process to ensure that record keeping, reporting, and workflow benefit to the greatest extent possible.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

***Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture
(22 FTEs and \$1,838,000)***

- Plan and produce successful expanded public programs for SAAM and the Renwick, making full use of the new auditorium and other facilities
- Develop educational programs for the Lunder Conservation Center to increase public awareness and knowledge of art conservation
- Make effective use of SAAM and SI collections and scholarship in education programs
- Maintain and improve SAAM's national education program by partnering with organizations nationwide to fulfill a need for quality curriculum and educational resources using visual arts in core disciplines

- Make effective use of technology in education programs and include Web presence in National Education Program and other distance learning programs
- Continue development of SAAM research databases, providing information to scholars, educators and the general public
- Publish catalogues and other high-quality publications related to SAAM's mission, collections and/or exhibitions to disseminate research findings and educate the general public on the importance of art in the American experience
- Publish three issues of the journal *American Art* to further scholarly research in the field of American art
- Continue curatorial and other staff participation in national conferences, symposia, and programs to share SAAM knowledge and expertise
- Continue internship and Fellows programs
- Implement new programming plans for enclosed courtyard (assuming that funding and approvals are obtained)
- Implement improved visitor services

***Provide reference services and information to the public
(2 FTEs and \$130,000)***

- Continue SAAM's online reference service, Joan of Art, responding to information requests nationwide and worldwide

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (21 FTEs and \$1,733,000)

- Plan, prepare, and produce eight exhibitions for POB including: Joseph Cornell, Halff Collection, Muybridge in Central America, Saul Steinberg, American Art Forum, Sean Scully, Asher Durand, Earl Cunningham, and two Renwick exhibitions, Ruth Duckworth, and JRA 25th Anniversary
- Further develop interpretive elements for the Luce Foundation Center, adding to and refreshing content accessible on the hand held devices, and computer kiosks
- Extend exhibitions outside of the Washington, D.C. area through traveling exhibitions such as *Muybridge*, and *Wm. H. Johnson* and loans of SAAM collections
- Increase curatorial support
- Continue implementation of wireless technology for interpretive elements in galleries

Improve the stewardship of the national collections for present and future generations (32 FTEs and \$2,408,000)

- Protect the physical safety of the collections to ensure the longevity of the collections and preserve our cultural heritage
- Provide secure and environmentally sound storage and display of collections, following established collection management policies

- Conserve and maintain objects according to professional ethics and standards of the American Institute for Conservation of Artistic and Historic Works
- Secure major artworks, revising acquisitions priority list to collection gaps, goals, and opportunities
- Maintain accurate, accessible, and useful information on collection objects, including cataloguing, location tracking, and digital imaging
- Enhance collections accessibility with digital photography and information for online retrieval, creating digital records for all new acquisitions, expanding biographical information and maintaining access to database from multiple SAAM locations and applications
- Maintain and improve website infrastructure and content to share collections information and images with a larger audience than can see the collection in person

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs (3 FTEs and \$304,000)

- Continue curatorial research on collections and the broader field of American art

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (7 FTEs and \$586,000)

- Provide SAAM staff with the IT tools and support necessary to do their jobs
- Work collaboratively throughout SI to improve automated management systems
- Create and maintain the Web platform necessary for electronic outreach (exhibitions, education, general museum and collections information)
- Provide infrastructure to support the use of technology for innovative presentations in the POB

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$367,000)

- Manage fiscal, human, and cultural resources efficiently and responsibly to ensure that core functions of SAAM are met
- Provide guidance, leadership, direction, and oversight to staff and unit activities to ensure that organizational mission and program objectives are met
- Provide SAAM staff with the administrative tools and support necessary to do their jobs

- Work closely with central SI offices on implementation of new management systems and processes

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$93,000)

- Monitor Museum staffing and organization to ensure efficiency
- Train and cross-train staff for flexibility in responding to changing economies, technologies and processes

Modernize the Institution's financial management and accounting operations (3 FTEs and \$203,000)

- Monitor financial transactions through monthly reviews, reconciliation, and reports to management, thereby ensuring proper use of funds

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (7 FTEs and \$602,000)

- Publicize SAAM and Renwick exhibitions, events, and programs to local and national media to ensure the widest possible awareness of Museum collections and resources
- Successful placement with general media and craft publications of Renwick activities
- Implement the POB brand for SAAM and the National Portrait Gallery (NPG) to target the ultimate goal of attracting two million visitors

Modernize and streamline the Institution's acquisitions management operations (1 FTE and \$54,000)

- Process and monitor procurement activity at SAAM efficiently, thereby ensuring appropriate and effective use of funds

FY 2007 REQUEST — EXPLANATION OF CHANGE

The FY 2007 budget estimate includes a net decrease of -\$4,026,000. Included is an increase of \$248,000 for necessary pay for existing staff funded under this line item, and a reduction of -\$4,274,000 for a one-time increase in two-year funds in FY 2006 to prepare the renovated POB for its reopening to the public in July 2006.

NATIONAL AIR AND SPACE MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY2005 ESTIMATE	171	16,262	31	4,400	36	2,769	8	3,873
FY 2006 ESTIMATE	171	16,117	31	4,727	37	3,428	5	3,768
FY 2007 ESTIMATE	171	16,623	31	4,727	37	3,428	5	3,738

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	12	968	12	999	0	31
Provide reference services and information	7	601	7	620	0	19
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	49	4,849	49	5,001	0	152
<i>Collections</i>						
Improve the stewardship of the national collections	49	3,727	49	3,844	0	117
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	7	930	7	960	0	30
Ensure the advancement of knowledge in the humanities	21	2,380	21	2,454	0	74
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	8	817	8	842	0	25
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	18	1,845	18	1,903	0	58
Total	171	16,117	171	16,623	0	506

BACKGROUND AND CONTEXT

The mission of the National Air and Space Museum (NASM) is to preserve and display aeronautical and space-flight equipment and data of historical significance to the progress of aviation and space flight, develop educational materials and conduct programs to increase the public's understanding of the development of aviation and space flight, and conduct and disseminate new research in the study of aviation and space flight and related technologies.

In FY 2007, NASM will be fully operational as one museum with multiple locations: the National Mall Building; the Udvar-Hazy Center; and the Garber facility. NASM provides access to the nation's aviation and space history to an average of 6–10 million on-site visitors per year, as well as tens of millions of virtual visitors through its broadcast and Webcast educational programming. It is the most visited museum in the world.

For FY 2007, the estimate includes an increase of \$506,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Education — The National Mall Building manages critically important Docent and Volunteer Educational programs. Every year, NASM's 550-plus docents and volunteers offer thousands of tours, including those with general overview, specialty, and education-oriented themes. Other volunteers staff our Discovery Station Program, offering touchable artifacts and hands-on activities. In FY 2004, NASM served more than 150,000 visitors through the Discovery Station Program, and NASM's docents and volunteers contributed more than 66,000 hours of service to the Museum.

The National Mall Building's highly interactive and popular *How Things Fly* Gallery and Explainers Program served 100,000 visitors last year, with regularly scheduled theater demonstrations on the principles of flight. The Education Program also hosts several family-oriented events and related programming during the year, which include various activities tied to a specific theme for one all-day Saturday event. These events educate and inspire parents to become more involved in cultivating an appreciation in their children of aviation, space exploration, science, and history, and to commemorate important events in air, space, and science. Recently, Family Days have included the Wright Brothers in December, African-American Pioneers of Aviation Day in February, Kite Day in March, and an Astronomy Day.

The Education Program supports special lectures and events held at the National Mall Building, with live and archived Webcasting, supplemental informational handouts, problem sets and related materials, and Discovery Station programming tied to the lecture themes. Annual weekday educational events have celebrated larger-scale national observances. These include Mars Day, held in July each year, and Space Day, held in May, to commemorate President Kennedy's historic space challenge to the nation. Space Day is a collaborative effort among NASM, the National Aeronautics and Space Administration (NASA) and Lockheed Martin. It provides an opportunity for students and families to experience space-related programming. On Space Day, students and teachers across the nation will be able to connect to a live broadcast from the Udvar-Hazy Center. In 2005, NASM sponsored its first Be a Pilot Family Day/Aviation Day at the Udvar-Hazy Center.

As a national facility and regional destination, the Udvar-Hazy Center has a unique opportunity to work with the region and the Commonwealth of Virginia to support educational and cultural programs. Educational programming is divided into four components, each addressing a specific educational need that meets regional and national standards of learning, or educational program requirements, or that provides outreach to underserved audiences. The Udvar-Hazy Center's successful "Aerospace Educator in Residence" program enables regional school systems to provide classroom educators to work with students on scientific and historical programs. During the past year, the Udvar-Hazy Center hosted nearly 11,000 students in inquiry-based, standards-aligned educational programming during an eight-month period in our classrooms or on the floor of the Museum. An expanded Discovery Station program at the Udvar-Hazy Center provides visitors with the unique opportunity to "Stop", "Look", and "Discover" historical materials, tools, and models related to specific artifacts and themes. National Electronic Outreach focuses on school-based distance learning. These programs continue to grow, with demands for more frequent programs.

According to audience assessments, the element audiences would most like to see is interactive exhibits based on NASM's collections. This technology is well represented in the National Mall Building's *How Things Fly* Gallery. In the future, other interactive exhibits may include a Space Shuttle Training simulator and Mission Control simulator, an interactive Spacelab module, or an aircraft training simulator. During FY 2005, NASM continues to hold its popular lecture series, with Gene Krantz as the John Glenn lecturer and Burt Rutan as the Lindbergh lecturer. The Exploring Space and General Electric Aviation free lecture series continue to draw capacity crowds. This is particularly true with the introduction of on-line registration for the lecture series.

NASM is working on public programming for self-guided tours, providing specialized content to meet the needs of different audiences. After a successful test program in FY 2004, NASM installed the first, functional, self-guided interactive tours at the Udvar-Hazy Center. The first test guides were planned for FY 2005, and based on visitor reaction, will be expanded in FY 2006 and FY 2007 to the National Mall Building.

Exhibits — NASM's primary activities are aimed at meeting the goal of Increased Public Engagement. In the fall of 2005, NASM installed two very important artifacts. At the National Mall Building, Space Ship One, the private spacecraft that reached space twice in a two-week period, was installed in the *Milestones of Flight* Gallery between the Bell X-1, the plane that broke the sound barrier, and the "Spirit of St. Louis". At the Udvar-Hazy Center, NASM installed Global Flyer, the first aircraft to fly around the world non-stop with a single pilot.

In March 2007, NASM will install *In Plane View*, an artistic rendering of aircraft. This is the first installation before the exhibit goes on tour. It will replace *Fly Now*, another NASM traveling art exhibit that highlights aviation travel posters of the 1920–1950s.

In April 2007, NASM will open *America by Air*, the first renovation to the National Mall Building's Hall of Air Transportation since NASM's opening in 1976. Of special interest will be the Boeing 747 cockpit that is open to visitors and the model of an Airbus A320 cockpit that demonstrates their "Fly by Wire" technology. NASA will support the gallery by providing regular updates on the latest advances in aviation.

In FY 2007, NASM will also open *Finding Time and Place—From Chronometers to GPS*, a joint exhibit with the National Museum of American History. This exhibit will explore changing theories of time and practices in navigation, from the mechanical timekeepers of seafaring empires to the atomic clocks of the space age.

To recognize the 50th anniversary of Sputnik's launch and the birth of the space age, NASM will open a new exhibit in October 2007. In addition, we will continue planning the next two galleries, *Exploring the Planets* and *Human Space Exploration in the Shuttle/Space Station Era*. Other galleries will be evaluated for upgrades.

Installation of new artifacts at the Udvar-Hazy Center will continue throughout FY 2007.

Visitor Services — In FY 2007, NASM will expand its integrated website and on-site visitor information for the National Mall Building and Udvar-Hazy Center. This feature will enable visitors to plan their visit on the Web, and to customize and extend their Museum experience from pre-visit planning, to on-site Museum tours, to post-visit learning. Our work with regional tourism organizations continues to expand, with NASM providing a major anchor to regional programs.

Visitor Services programs will continue at the National Mall Building and Udvar-Hazy Center. The NASM Visitor Services model is being implemented by other Smithsonian Institution museums and emulated as a best practices model at other federal agencies, including the FBI and the National Museum of the Marine Corps. In addition, the bus system supported by the Commonwealth of Virginia will be in its third year of providing transportation between the locations. During peak seasons, the bus service operates at near-maximum capacity. These brightly colored, wrapped buses are an attraction, with visitors posing beside the SR-71 and Bell X-1 buses. To notify visitors of the latest information, NASM has installed an AM information radio station, 1660 WKWH. NASM is grateful to the Virginia Department of Transportation for its continued support and installation of the new road signs advertising our radio station.

Collections, Curatorial and Scientific Research — To reach diverse national audiences, NASM has an active loan program of more than 600 aviation and space artifacts, and electronic outreach efforts that result in more than 270 million hits on its website each year. To make information on the collections available to the public, the Museum is migrating collections information to a publicly accessible website. The curatorial databases contain extensive information on the history and provenance of each artifact, and the best way to offer more of this in-depth information to the public is through electronic means. Our electronic access enables more people to access our archival operations, resulting in more archival information requests from the public.

To achieve the goal of Strengthened Research, NASM's Center for Earth and Planetary Studies conducts basic research related to planetary exploration, with an emphasis on Mars, and curates galleries and public offerings in the space sciences. NASM continues to work with the excellent data provided by the Mars Surveyor 2004/2005 missions. During FY 2007, NASM scientists will work on the Mars High-Resolution Camera mission and its related data. If successful with the NASA grant process, NASM will help lead the \$300 million Mars Radar mission. Work will begin on the Mars Radar mission in FY 2006 and continue into FY 2007.

With a substantial portion of the NASM aviation and space artifacts installed at the Udvar-Hazy Center, the Collections program will focus more resources on restoring the balance of the national collections.

Management — To achieve the goal of Enhanced Management Excellence, NASM has developed a single infrastructure to support the National Mall Building and the Udvar-Hazy Center. NASM relies on contracted facilities management, information technology, security, bus service, and parking for the Udvar-Hazy Center. NASM has found its current contracting solution to be a workable alternative for operating a remote site where we cannot draw on central Smithsonian support services.

NASM will continue to manage SI-wide technology projects, including the migration to a single email system and the potential move toward a consolidated file and print server program.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in lifelong exploration and understanding of art, history, science, and culture (12 FTEs and \$999,000)

- Implement three educational programs and scholarly events relating to aviation, space history, and planetary science through involvement with school systems and in partnerships with outside organizations
- Prepare two new teaching posters, self-guided tour materials, docent-training materials, and related Museum-based presentation materials. One poster and self-guided tour will focus on the new *America by Air* exhibit in our Hall of Air Transportation
- Develop an expanded family and underserved audience educational programs, including Family Days and special summer programs, with a focus on our new *America by Air* exhibit
- Expand our "Teachers in Residence" program to attract more students to the Udvar-Hazy Center
- Continue an interactive educational program that includes Discovery Stations at the National Mall Building and Udvar-Hazy Center
- Expand development of a strong distance-learning electronic outreach program, through regularly broadcasted programming and Webcasting events over the Internet
- Expand our Webcasting capabilities through the Fairfax County school system

Deliver the highest quality visitor services (7 FTEs and \$620,000)

- Develop the Plan Your Visit, a web-based interactive concept, enabling visitors to plan their visits online before arriving at the Museum
- Expand Visitor Services programs by offering new self-guided tours programs at the National Mall Building
- Support other Smithsonian Institution museums and other federal agencies implementing Visitor Services programs

Offer compelling, first-class exhibitions and other public programs (49 FTEs and \$5,001,000)

- Complete and open the National Mall Building *America by Air* exhibit
- Complete and open the *In Plane View* exhibit in the National Mall Building art gallery
- Prepare the 50th anniversary exhibit on Sputnik and the entry into the space age
- Plan upgrades to the *Exploring the Planets* Gallery, including draft script and designs
- Provide curatorial input to continuing upgrades of Udvar-Hazy Center exhibits, including at least two small object cases and two exhibit stations
- Develop a major new exhibit on the history, technology, and operations of the Space Shuttle and the International Space Station

Improve the stewardship of the national collections (49 FTEs and \$3,844,000)

- Continue collections management by focusing resources on artifact restoration in addition to artifact installation at the Udvar-Hazy Center

Strengthened Research

Strengthen capacity in science research (7 FTEs and \$960,000)

Theme: Formation and Evolution of the Earth and Similar Planets

- Increase emphasis on Mars research by gaining at least two new competitive research grants
- Support three to five researchers, using competitively reviewed proposals and grants
- Provide outreach for Mars missions that will be shown to the public through video displays, both on monitors in the Museum and on NASM's website
- Publish at least four peer-reviewed professional papers documenting the role of Mars' tectonic and climate history
- Use Mars Odyssey and Mars Global Surveyor data to understand the geologic history of Mars by analyzing these data against similar Mars studies and relevant information on Earth's geological history

Develop the intellectual component of the collections by performing collections-based studies (21 FTEs and \$2,454,000)

- Collect at least three significant artifacts in space history and undertake their proper conservation, documentation, display, and interpretation
- Provide leadership among science/technology and aerospace museums by spearheading efforts to develop a National Standards and Collections Strategy, and by raising awareness and support through the Mutual Concerns of Air and Space Museums Conference

Enhanced Management

Modernize the Institution's information technology systems and infrastructure (8 FTEs and \$842,000)

- Provide state-of-the-art information on the collections by adding additional documentation of 30 artifacts and upgrading the collection information system as NASM continues its move to the Udvar-Hazy Center
- Lead the migration of the Smithsonian Institution's email system to Microsoft Exchange/Outlook

Strengthen an institutional culture that is customer centered and results oriented (18 FTEs and \$1,903,000)

- To provide state-of-the-art facilities and security support, manage facilities integration, including prime and subsidiary contractors and security outsourcing contracts for the Udvar-Hazy Center
- Maintain an excellent working relationship with NASM stakeholders including federal, state, local, and business constituencies by providing briefings at least annually

NATIONAL MUSEUM OF NATURAL HISTORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	420	42,177	9	2,193	28	7,294	19	5,312
FY 2006 ESTIMATE	420	43,562	9	2,199	28	7,454	19	6,986
FY 2007 ESTIMATE	420	44,821	9	2,199	28	7,454	19	6,986

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	56	5,175	56	5,325	0	150
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	48	4,987	48	5,131	0	144
<i>Collections</i>						
Improve the stewardship of the national collections	150	15,105	150	15,542	0	437
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	139	15,461	139	15,908	0	447
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	3	301	3	309	0	8
<i>Security and Safety</i>						
Provide a safe and healthy environment	2	214	2	220	0	6
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	12	1,230	12	1,265	0	35
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	10	1,089	10	1,121	0	32
Total	420	43,562	420	44,821	0	1,259

BACKGROUND AND CONTEXT

The mission of the National Museum of Natural History (NMNH) is to inspire curiosity, discovery, and learning about nature and culture through outstanding research, collections, exhibitions, and education. Building upon its unique and vast collections and associated data, field research stations, specialized laboratories, and internationally recognized team of staff scientists, research associates, federal agency partners, and fellows, the Museum provides fundamental research information to a wide array of constituencies ranging from federal agencies to the public. The Museum's particular strengths are in the following three Smithsonian Science theme areas: formation and evolution of Earth and similar planets; discovering and understanding life's diversity; and studying human diversity and cultural change. The Museum's research provides new understanding and relevance to broader national and international science agendas, looking at such important societal issues as global change, biodiversity, cultural conflict, and natural hazards.

The Museum's stewardship of its collection of more than 126 million natural science specimens and artifacts is at the core of its mission. This collection, the largest of its kind, is an unparalleled resource for collections-based research on the diversity of life on Earth, including plants, animals, fossils, minerals, and human artifacts. NMNH collections and their attendant information are a dynamic resource used by researchers, educators, and policymakers worldwide. In addition, these resources are actively, collaboratively, and jointly used by staffs of the Departments of Defense, Commerce, Agriculture, and Interior who are housed in NMNH facilities.

NMNH's first-class research supports its exhibitions and educational outreach. As one of the most visited museums in the world, NMNH provides diverse public audiences with exciting and informative presentations on every aspect of life on Earth. Through affiliations and partnerships, the Museum takes its science and public programs beyond the National Mall to other museums and non-traditional exhibition venues, such as libraries, schools, and universities. With a growing network of interactive websites, the Museum is transforming itself into a true electronic classroom, which is potentially accessible to everyone.

The FY 2007 budget estimate includes an increase of \$1,259,000 for necessary pay for existing staff justified in the Mandatory Costs section.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, funding will be used to replace outdated exhibits with a stimulating program of integrated, multi-disciplinary, and interactive exhibitions on the Mall and in other venues through traveling exhibits and electronic outreach across the country. In FY 2007, NMNH is committed to continue renovating its permanent halls and offering new temporary exhibitions each year. NMNH will complete 100 percent of the design and script for the Ocean Hall exhibit and 35 percent of the fabrication/construction, keeping on schedule with a September 2008 opening of the 24,000 square feet of permanent exhibition space. This is the largest renovation of public space at the Museum in 40 years. The temporary exhibitions planned for 2007 include: *Orchids, Yard to Nation; Written in Bone; Old Herbs, New Remedies; Soil: Going Underground; and Metraux: From Fieldwork to Human Rights*. This will fulfill the Museum's commitment to change 15 percent of available exhibit space annually. Federal funding also enables NMNH to make its exhibitions available to other U.S. and international institutions. The excitement and effectiveness of NMNH exhibitions and presentations can be seen in their popularity with family audiences. In FY 2005, NMNH expects to host more than five million visitors.

In FY 2007, the Museum's commitment to education will continue through support for ongoing programs, an extensive national/international network that includes traveling exhibitions, interactive electronic classrooms and field trips, and its website. These outreach efforts serve millions of visitors each year, nationally and internationally. In FY 2007, NMNH will develop and broadcast four science video lectures/electronic field trips to 100,000 students in more than 15 states, in cooperation with local school districts and television studios; increase the number of teacher training manuals available on the NMNH website by 50 percent; prepare and distribute 2,500 new curriculum packages for each of the major exhibitions and electronic programs opening in FY 2007; and continue to upgrade the website to provide additional educational programs.

The Museum's collections serve as the foundation of NMNH research and exhibits. Federal funding is the linchpin for maintaining and preserving these priceless collections and their valuable information for future generations, while also supporting their use for critical ongoing research. Consistent with the guidance provided in the joint OMB-OSTP memo on FY 2007 research and development budget priorities, dated July 8, 2005, NMNH will strengthen its commitment to stewardship of the Federal scientific collections that play an important role in public health and safety, homeland security, trade and economic development, medical research, and

environmental monitoring. Our commitment to research on and stewardship of the collections, in partnership with our affiliated federal agencies (such as the Departments of Defense, Commerce, Agriculture, and Interior), will be expanded to fulfill this guidance.

In FY 2007, NMNH will focus on adding more specimens into its electronic catalogue for scientists, the Research and Collections Information System (RCIS), for scientists and work toward making these invaluable and unique assets available via the Internet to national and worldwide researchers, policymakers, and the public over the Web. NMNH also will begin migrating records from the in-house Transaction Management (TM) system into the KE Electronic Museum (EMu), a commercial application software for museums, which is used by NMNH for the RCIS. TM records document ownership and custody of NMNH's collections as well as objects and collections on loan. Further, NMNH will complete a Museum-wide collections assessment that: prioritizes collections care projects and provides current information about the status of the collections; provides conservation treatments to botanical collections affected by mercuric chloride, fossil collections in need of physical stabilization, and skeletal vertebrates in need of rehousing; and continues updating an inventory of DNA collections and assessing results from a pilot project that informs policies on the most effective conservation strategies for these tissue collections in a way that supports their accessibility to the wider scientific community.

To achieve the goal of Strengthened Research in FY 2007, NMNH will build upon its updated strategic plan linked to the Smithsonian Science Plan, and focus on initiatives related to new insights in geology, paleobiology, systematics, evolutionary biology, ecology and its relationship to biodiversity, and anthropology. Increasing the number of digitized specimens will enable researchers to leverage the knowledge inherent in the diverse collection to address many of today's pressing issues regarding invasive species, disease vectors, and the impact of humans on biodiversity and climate. Smithsonian publications will have a more integrated quality, synthesizing insights from all viewpoints of the Museum on pressing national and international topics.

NMNH is committed to expanding the training of future generations of scientists by increasing the number of its postdoctoral fellowship awards and providing an entry-level experience for the most talented undergraduates in the natural history sciences. Collaboration with foreign students and colleagues will continue to be emphasized to broaden the international science network.

In FY 2007, the goal of Enhanced Management Excellence will be addressed in part by supporting construction of a new facility to rehouse collections preserved in alcohol currently located on the Mall into a state-of-the-art research, conservation, and collection storage facility at the Museum Support Center (MSC) in Suitland, Maryland. This facility will ensure that the alcohol-preserved collection will continue to be available for research in a facility that meets fire and safety codes. Additional focus in FY 2007 for the Natural History Building on the Mall will continue to be the renovation of major building systems and improving security in the building.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (56 FTEs and \$5,325,000)

- Broadcast four science video lecture series to 100,000 students in more than 15 states, and increase the number of teacher training manuals available on the NMNH website by 50 percent
- Prepare and distribute 2,500 new curriculum packages for each of the major exhibitions and electronic programs opening in FY 2007
- Increase the distribution of the Electronic Educators' Newsletter by 50 percent to a total distribution of 15,000 educators
- Produce middle-school and high-school curriculum packages on Human Evolution: Fossil and Archaeological Evidence, which would include virtual field trips to Smithsonian field sites in Kenya and China

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (48 FTEs and \$5,131,000)

- Complete 100 percent of the design and script for the Ocean Hall exhibit and 35 percent of the fabrication/construction, keeping on schedule for a September 2008 opening of the 24,000 square feet of exhibition space. This is the largest renovation of public space at the Museum in 40 years
- Open the Korea Gallery, fulfilling our commitment to renovating the Anthropology Halls and featuring the Anthropology research of NMNH. The Korea Gallery is a long-term exhibition focusing on the cultural arts of Korea, and developed in collaboration with several museums in Korea
- Open temporary exhibitions *Orchids, Yard to Nation; Old Herbs, New Remedies; Soil: Going Underground; and Written in Bone*, fulfilling our commitment to change 15 percent of available exhibition space annually

- Open *Metraux: From Fieldwork to Human Rights*, fulfilling our commitment to dedicate 2,500 square feet to making the most up-to-date NMNH anthropological research available to the public
- ***Improve the stewardship of the national collections for present and future generations (150 FTEs and \$15,542,000)***
 - Complete removal of more than 2,000 objects from four existing anthropology exhibits at NMNH, inventory this material, and provide conservation treatment for at least 15 percent of the items prior to returning them to storage, in preparation for the new Ocean Hall
 - Continue making records of paleobiological, botanical, entomological, zoological, and anthropological specimens and objects and associated data universally available on the Web
 - Continue image digitization of selected plant collections
 - Begin migrating records from the in-house TM system into the RCIS using EMu, a commercial application software for museums. TM records document ownership and custody of NMNH's collections as well as objects and collections on loan
 - Begin digitization of some of the 50 million additional paper records and to link text-based information to images, video, and audio recordings to make available to scientists and the public a wealth of resources (e.g., photographs, art, sounds, field notes, and publications) that describe and explain the diversity of life, culture, and Earth processes.
 - Complete a Museum-wide collections assessment that prioritizes collections care projects and provides comparable, current information about the status of the collections
 - Develop a Museum-wide collections storage case replacement plan that is coordinated with other major museum activities and supports spending decisions and fundraising plans
 - Provide conservation treatments to botanical collections affected by mercuric chloride, fossil collections in need of physical stabilization, and skeletal vertebrates in need of rehousing
 - Initiate a long-term housing and curation plan for the anthropological moving images collections
 - Continue updating inventory of DNA collections and assessing incremental results from pilot project that informs on the most effective conservation strategies for these tissue collections and supports their accessibility to the wider scientific community
 - Continue to implement the congressional directive of repatriating skeletal remains and associated objects

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture. Use our unique, publicly-accessible collections, research facilities, and staff to inform, educate, and inspire a diverse audience (139 FTEs and \$15,908,000)

- Implement NMNH's strategic plan linked to the Smithsonian-wide Science Enterprise Plan, focusing on three fundamental themes: 1) formation and evolution of Earth and planets; 2) discovering and understanding life's diversity; and 3) understanding human diversity and cultural change

The Formation and Evolution of Earth and Other Planets

- Conduct research on asteroid differentiation and geochemical consequences for carbon, and alteration in Martian meteorites
- Analyze prebiotic materials in the first samples returned from a comet by a NASA spacecraft
- Use a multi-year collaborative grant from the National Science Foundation, (NSF), to continue testing and modeling of the consequences of global greenhouse warming 55 million years ago
- Continue to examine drilling cores in Tanzania for evidence of the tropical marine temperatures at low latitudes during the polar cooling that led to the first Cenozoic Era buildup of the Antarctic ice sheet

Discovering and Understanding Life's Diversity

- Continue studies of the large-scale evolutionary relationships among birds, plants, spiders and ants as part of collaborative research projects in the NSF-funded Tree of Life initiative. The primary goal of the Tree of Life initiative is to produce a robust phylogeny of all oldest lineages within a particular group of organisms, which provides an important predictive framework for diverse purposes, including biodiversity studies
- Continue and expand project on barcoding of birds
- Continue exploring the diversity of various groups of vertebrates, particularly in tropical regions, with emphasis on undescribed forms and the development of comprehensive studies of various groups
- Continue studies of deep-sea invertebrates from the Gulf of Mexico, including exploration of poorly known regions such as cold seeps and petroleum seeps, which are home to a diverse but still largely unknown community of animals. This research is being done in collaboration with NOAA and Texas A&M University at Corpus Christi
- Continue molecular-phylogenetic and population-genetic studies of and develop checklists for identification and inventories for various plant families, with an emphasis on plants in the Pacific, northern

South America, the Caribbean, Southeast Asia, and specific marine environments

- Continue biodiversity surveys of freshwater and estuarine rainforest habitats in Vella Lavella, Gizo, New Georgia, Rendova and Guadalcanal Island
- Conduct research into the recovery of therapeutic uses of plants in classical antiquity for possible integration into contemporary research on natural medicines

Understanding Human Diversity and Cultural Change

- Initiate a program, as part of the Endangered Language Program, to preserve and make accessible through digitization more than 11,400 sound recordings of endangered languages in the National Anthropological Archives and Human Studies Film Archives, many of which currently exist only on endangered recording media
- Organize a scientific symposium on *Life and Death in the Colonial Chesapeake*, linked to the temporary exhibit *Written in Bone: Life and Death in the Colonial Chesapeake*.
- Organize an international arctic research symposium as part of the Fourth International Polar Year (2007-2008)
- Continue ongoing collaborative fieldwork by staff from the Anthropology and Botany Departments, studying the cultural survival of the reindeer herders of northern Mongolia in relation to climate and pasture changes
- Complete manuscript submissions for Volume 16 of *Handbook of North American Indians, "Technology and Visual Arts"*
- Continue research into the spread of the earliest humans from Africa and Asia, with funding from the NSF
- Conduct research into how and when human beings first processed and cultivated cereal grains, illuminating how the human species went from being primarily hunter-gatherers to becoming farmers

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities to ensure appropriate facilities in excellent condition to support SI mission (3 FTEs and \$309,000)

- Provide curatorial and technical support for continuing renovation of the Natural History Building and the occupation of a new facility at MSC to rehouse collections preserved in alcohol
- Provide oversight and review of the Natural History Building's long-term facilities heating, ventilation, and air-conditioning (HVAC) efforts and renovation, and restoration of public exhibit spaces

Provide a safe and healthy environment to support Smithsonian programs (2 FTEs and \$220,000)

- Implement extensive inspection and training efforts that provide the highest quality safety program for NMNH to continue to reduce identified safety problems and ensure that new problems do not develop

Modernize the Institution's information technology (IT) systems and infrastructure (12 FTEs and \$1,265,000)

- Maintain desktop support and application server support for NMNH functions
- Work with resources provided by central Smithsonian IT office to replace desktop computers on four-year cycle
- Ensure that 100 percent of users of the Enterprise Resources Planning (ERP) System have compatible hardware and software to support all transactions

Strengthen an Institutional culture that is customer centered and results oriented (10 FTEs and \$1,121,000)

- Train 100 percent of staff responsible for financial, budget, procurement, and human resources transactions to implement the ERP as it is deployed
- Recruit, hire, and train staff to perform core administrative functions
- Implement the NMNH strategic plan and annual performance activities, and ensure that these efforts are linked to the Smithsonian Science Strategic Plan

NATIONAL ZOOLOGICAL PARK

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	213	17,576	3	536	18	5,539	2	600
FY 2006 ESTIMATE	222	20,173	3	536	19	5,348	2	600
FY 2007 ESTIMATE	225	21,478	3	536	16	4,954	2	600

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	244	2	249	0	5
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	117	9,489	119	10,331	2	842
<i>Collections</i>						
Improve the stewardship of the national collections	52	5,809	50	5,550	-2	-259
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	29	2,021	29	2,096	0	75
Enhanced Management Excellence						
<i>Security & Safety</i>						
Provide a safe and healthy environment	2	210	4	627	2	417
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	5	787	5	800	0	13
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	15	1,613	13	1,444	-2	-169
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	0	0	0	100	0	100
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	0	0	3	281	3	281
Total	222	20,173	225	21,478	3	1,305

BACKGROUND AND CONTEXT

The mission of the National Zoological Park (NZIP) is to serve as the nation's zoo and provide leadership in conservation science. NZP's 10-year vision is to inspire, train, and empower each generation to care for animals and conserve wildlife, because it takes people to save the fauna and flora in our environment. NZP connects people with wildlife through exceptional animal exhibits, explores solutions through science-based programs, builds partnerships worldwide, and shares its discoveries. The Zoo educates and inspires diverse communities so that they become part of this commitment to celebrate, study, and protect animals and their habitats.

Consistent with the overarching objectives of the Institution, NZP has established specific goals and performance metrics for the future. To achieve the objective of Increased Public Engagement, the Zoo will offer compelling first-class exhibits, judiciously build, refine, and care for the animal and plant collections, and expand educational and scientific outreach as well as professional science-based programs. The Zoo is also pursuing this goal by executing an aggressive, long-range facilities maintenance and revitalization plan that ensures optimal safety and protection of facilities, collections, visitors, staff, and volunteers, while supporting modern exhibition and scientific program goals.

To meet the goal of Strengthened Research, NZP will continue to develop strategic partnerships that support scientific outreach and our programs in veterinary medicine, reproductive sciences, and conservation biology. Under the Smithsonian Strategic Science Plan, the Zoo will pursue focused research on life's diversity, including partnership-based and multi-disciplinary studies of extinction-prone species and their habitats.

To achieve the goal of Enhanced Management Excellence, the Zoo will emphasize integrated pest management, information systems modernization, and enhancing the skills of staff, and managers to increase their effectiveness. Inspections by the United States Department of Agriculture (USDA) and the American Zoo and Aquarium Association (AZA), and the National Academy of Sciences (NAS) report noted improvements needed in pest management, animal welfare, and maintenance.

For FY 2007, the request includes a total increase of \$1,305,000 which includes \$578,000 for necessary pay for existing staff funded under this line item and 3 FTEs and \$727,000 to improve pest management, for upkeep and maintenance of the Asia Trail Exhibit, and to provide for animal welfare.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NZP will continue to devote significant resources to its animal exhibits and the care of the animals in the Zoo—recognizing that both are essential for the overall health and safety of the animal collection—as well as to ensure a high-quality visitor experience. A major portion of the NZP staff and budget will continue to be used to provide state-of-the-art medical care, nutrition, husbandry, and environments for all NZP animals.

Animal exhibits will continue to be improved, using the strategy of customizing or tailoring exhibit spaces that reflect the specific needs of the animal species, particularly their overall welfare and behavioral needs. Behavioral biology, natural history, and personal history of animal species will be incorporated into the exhibits to stimulate natural behaviors for foraging, hunting, and breeding. Planned exhibit improvements will expand opportunities for animal enrichment; support behavioral, nutritional, or reproductive studies; and provide Zoo visitors with an inspiring and educational experience. Staff continues to update and improve the Zoo's popular website, rated by Web visitors as excellent in amount and quality of information and design. In FY 2005, the website attracted 13.5 million visitors, an increase of 4.5 million since 2004. Two broods of cheetah cubs and our new panda cub have proven to be extraordinarily popular for Web cam watchers around the world—including Americans in war-torn Iraq.

Numerous aging or failed exhibit areas continue to be revitalized as NZP continues renovating and modernizing the Zoo. In FY 2007, we will assess the success of Asia Trail I, which opens in the summer of 2006. We will also provide programmatic guidance to begin construction of a new elephant facility. The Zoo will continue to incorporate and link science into existing and new exhibits, while also increasing the visibility and scope of its conservation efforts through demonstrations, the website, and the media.

To achieve the goal of Strengthened Research, the NZP will continue to address significant scientific and conservation issues of key species and critical habitats, by studying animals in the field and in captive environments. Guided by the SI Science and the NZP Strategic Plans, we will continue the planning process to enhance the integration of science with exhibits, the animal collection, education programs, and the overall facilities master plan. For example, scientific, curatorial, and veterinary personnel are working together to study the medical needs, reproductive patterns, behavior, habitat use, interaction with people, and population of numerous different endangered species—such as the Asian elephant—in captivity and in the wild. Studies such as these help improve the management of populations of

endangered animals around the world, and are often conducted in collaboration with scientific organizations worldwide. NZP will continue to share this research with a wide range of scholars, university researchers, and field biologists, and to include scientific participation in exhibit planning, educational programs, and media opportunities. NZP will continue to invite students and outside colleagues to participate and collaborate in efforts to increase our capacity for scientific research and science-based professional training programs. Such training contributes to placing the Smithsonian Institution at the center of conservation-based training.

To achieve the goal of Enhanced Management Excellence, NZP will continue a customer-centered and results-oriented management style. NZP will aggressively execute its strategic and long-range renewal plans and continue its modernization and improvement programs in the areas of animal nutrition, including food distribution, pest management, training, records management, and information technology. In addition, NZP maintains its around-the-clock infrastructure support operation for animal exhibits to ensure the safety and well-being of the collection, visitors, facilities, and staff. The Zoo's master planning efforts, begun in January 2005, will incorporate the strategic plan, collection and exhibit plans, and visitor amenities to help prioritize facility renovation and improvements at both the Rock Creek Park and Front Royal sites.

Increased Public Engagement

Engage and inspire diverse audiences (2 FTEs and \$249,000)

- Re-establish curatorial internships
- Re-establish clinical nutrition residency
- Coordinate all education programs offered by NZP and Friends of the National Zoo (FONZ) to families, children, school groups, and teachers to ensure that they are science-based and reach new audiences, particularly in the District of Columbia and other local school districts. In FY 2005, our educators and interpreters interacted with 1.2 million visitors

Offer compelling, first-class exhibitions at the Smithsonian and across the nation (119 FTEs and \$10,331,000)

- Assess the new Asia Trail exhibit that will open in the summer of 2006
- Provide program guidance for construction of a new elephant facility anticipated to break ground in FY 2007
- Improve graphics and signage and the overall park presentation, concentrating on the visitor experience in improving cleanliness, amenities, access, and comfort
- Upgrade and increase the Zoo's popular animal Web cams based on Web visitor surveys to improve service. Web cams will be added

where surveys show the most visitor interest

- Increase the animal collections by 8–10 percent with an aggressive breeding program and acquisitions from outside sources for new species not currently in the collection, following collection plan that integrates the Zoo's science and education goals with exhibition and facility planning
- Develop a business plan to assess the feasibility of opening portions of the Front Royal facility to the public on a full cost-recovery basis for scheduled periods throughout the year
- Incorporate at least two videos and one live Web cam feed from the field into public exhibitions and the public website www.nationalzoo.si.edu
- Continue the exhibit improvement program to renovate and upgrade existing exhibits, landscapes, and animal habitats, including effective creative interpretation of our science and conservation messages in these areas

Improve the stewardship of the national collections (50 FTEs and \$5,550,000)

- Continue monthly preventive medical exams for appropriate animals at both Rock Creek Zoo and the collection at Front Royal Conservation Research Center
- File and retain 100 percent of animal care records in accordance with standards implemented in July 2004
- Continue to meet the nutritional needs of the collection through routine monitoring of diets and improved quality control of daily feedings
- Continue to update and maintain animal diet database to exceed AZA and other appropriate standards
- Conduct annual reviews of all animal diets, food storage, handling and preparation methods, diet presentation, and record keeping associated with nutrition management of the collections
- Continue to centralize commissary operations, including establishing a computerized resource management system
- Assess the opportunity for improving forage production at the Front Royal facility , by making it a full-cost-recovery operation, yielding higher quality forage over a longer growing season

Strengthened Research

Engage in research and discovery focused on discovering and understanding life's diversity (29 FTEs and \$2,096,000)

- Expand strategic partnership in science by establishing the George Mason University/NZP conservation biology program
- Work with federal agencies, universities, and nongovernmental organizations, including the AZA, to provide professional training in

ecological and biodiversity monitoring, geographic information systems applications, veterinary medicine, comparative nutrition, reproductive biology, conservation genetics, and wildlife management.

- Provide training to diverse audiences such as government agency and non-government agency staff in the United States and internationally, as well as undergraduate students, graduate students, postdoctoral fellows and veterinary residents, and conservation field workers (e.g., staff in parks)
- Serve as expert technical advisors to recovery programs for threatened species such as the California condor, black-footed ferret, desert tortoise, Mexican wolf, and Pacific island birds, with input from the Fish and Wildlife Service on U.S. priorities, and formal partnership with four other U.S. breeding centers: The Wilds (Ohio), White Oak (Florida), Fossil Rim (Texas), and Zoological Society of San Diego (California)
- Provide leadership in advancing the sciences of reproductive physiology, ecological nutrition, veterinary medicine, biodiversity assessment, conservation genetics, and small population management, with priorities established by the NZP Science Plan
- Increase our collection-based research on Asian elephants, giant panda, kori bustards, and cheetahs
- Share research results with the global scientific community by publishing more than 100 peer-reviewed technical publications annually
- Train at least 10 postdoctoral fellows and 30 graduate students annually in reproductive sciences and conservation biology
- Establish a Smithsonian-wide Center for Conservation Biology, and collaborate with partners in the National Ecological Observatory Network (NEON) to establish a Mid-Atlantic Regional Ecological Observatory (MAREO) funded by the National Science Foundation
- Increase integration of zoo and field-based research to improve the overall impact of our conservation and education programs
- Continue to integrate science at NZP with the animal collections, exhibits, and education, especially through the planning and implementation of the Asia Trail project. Asia Trail serves as a model for science integration, as evidenced through visitor surveys
- Continue *in situ* and *ex situ* research on surveillance of wildlife health, disease, emerging infectious diseases, and the interfaces between wildlife, domestic animals, and human health, a federal research priority area. Such research will be enhanced by the collections data available through the Zoological Information Management System (ZIMS)

Enhanced Management Excellence

Provide a safe and healthy environment to support Smithsonian programs (4 FTEs and \$627,000)

- Continue Zoo-wide integrated pest management at the Rock Creek facility, in partnership with qualified contractors

Modernize the Institution's information technology systems and infrastructure (5 FTEs and \$800,000)

- Continue to act as a ZIMS Center of Excellence that will provide direction for using ZIMS to the zoological community. Continue beta testing new modules and upgrading ZIMS to provide leadership in animal electronic record keeping
- Monitor implementation of security protocols, including regular password changes, to reduce risk of penetration by hackers

Strengthen an institutional culture that is customer centered and results oriented (13 FTEs and \$1,444,000)

- Implement an aggressive NZP strategic plan in concert with the overall SI and Science Plans by meeting all monthly goals
- Provide programmatic input to prioritize NZP facilities projects and support master planning efforts

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (\$100,000)

- Assess and enhance the skills of staff, supervisors, and managers to increase their effectiveness

Enhance the reputation of the Smithsonian by maintaining good relations with the news media (3 FTEs and \$281,000)

- Enhance the Zoo's national and international exposure by promoting the Zoo's success stories in science, animal care, and education through regular news releases, photo releases, interviews, and press briefings to local and national news outlets and through live interviews with Zoo staff on network news programs, such as The Today Show, CNN American Morning, and the CBS Early Show
- Develop the Zoo's credibility with the news media by meeting journalists' needs and requests in a timely, efficient, and productive manner

FY 2007 REQUEST — EXPLANATION OF CHANGE

The FY 2007 budget estimate includes an increase of 3 FTEs and \$1,305,000. Included is an increase of \$578,000 for necessary pay for existing staff funded under this line item. The program increase of 3 FTEs and \$727,000 provides resources to improve pest management in the Zoo, for upkeep and maintenance of the Asia Trail Exhibit, and to provide for animal welfare. These programmatic increases are as follows:

- (+ \$100,000) This increase is requested to ensure safe management of a wide assortment of pests natural to zoos and the city, especially with the large amounts of food distributed throughout the park to both our animals and our visitors. Funding is needed due to the complexity of serving a living collection of more than 400 species with different sensitivities, which require various methods to minimize the populations of rodents, cockroaches, ants, wasps, and other pests that can endanger animals and people. Additional funds are requested to support these services and buy associated pest management supplies for those activities carried out by staff.
- (+ \$330,000) This increase is requested to support horticultural and grounds maintenance services and to provide supplies for the Asia Trail Exhibit. Asia Trail is the most ambitious exhibit complex the Zoo has ever built at one time. Asia Trail represents 22 acres of the Zoo (almost one-third of the exhibits on Olmstead Walk), which reopens to the public for the first time in a decade, at the main entrance to the Park off of Connecticut Avenue. Asia Trail consists of seven individual animal exhibits that are three to 10 times the size of most other exhibits at the Zoo. In keeping with its Asian forest theme, the entire exhibit will be heavily planted and landscaped, requiring extensive upkeep and maintenance. Because horticulture is considered an integral part of Zoo exhibition, grounds maintenance (e.g., leaf and snow removal, etc.) is the responsibility of the Zoo. To ensure visitor safety, these labor-intensive activities must be undertaken on a seven-day-per-week basis. The Zoo must harvest and deliver bamboo for panda food; manage bamboo nurseries off site; propagate and plant bamboo; and manage and maintain bamboo collections that support the red and giant pandas. The new panda cub will increase the bamboo requirement exponentially, based on the experience of the San Diego Zoo. Much of the work is outsourced and additional funding is requested for this.
- (+ \$297,000, + 3 FTEs) This increase supports animal welfare. The new Asia Trail exhibits are from three to 10 times the size of many of the currently failed areas being replaced. Two new species (giant salamanders and clouded leopards) will be added, and five of the species will be participating in a major breeding program as part of the AZA Species Survival Plan (SSP). The Zoo requests two animal keepers (\$138,000) to support the increased exhibit area and animals. In addition to the typical cleaning and feeding tasks carried out by keepers, basic animal care now requires regular enrichment to support animal behavior more typical in the wild, as well as interaction with the public to provide a much more meaningful experience for the visitor. Animals require care seven days a week, so the addition of two staff members provides minimal additional support over existing staff levels. Support for animal

care and enrichment supplies for the new areas is also requested (\$68,000). In addition, timely laboratory tests for the increased living collection and postmortem tests ensure the best information upon which our veterinarians can base clinical decisions. Increasing the collection has resulted in an increase in animals in quarantine, when incoming animals go through numerous tests before being introduced to other animals and staff in the exhibit and research areas. An additional laboratory technician (\$66,000) and associated testing supplies and equipment maintenance (\$25,000) will enable the Zoo to return to seven-day support of the veterinarians on duty.

If the FY 2007 request is not allowed, NZP runs the risk of increased staff injuries from insufficient staff support, particularly in high-risk areas, and increased adverse regulatory findings by the USDA. NZP will not be able to provide the needed pest management and the highest standard of animal care, nor will it be able to support the level of enrichment activities recommended for managing animals. Without an additional medical technician, the pathology laboratory will be unable to provide the needed seven day-a-week coverage, including weekend hematology, chemistry, bacteriology, and parasitology services. Currently, due to only five day coverage, the Pathology Department is often unable to support the veterinary clinical staff in the timely diagnosis of disease in our animal collections. Without adequate horticulture and grounds maintenance support, NZP will have a reduced ability to ensure that the giant pandas have needed food for their diet, and maintenance of the extensive public gardens will fall below acceptable standards. This will impact the success of a major new exhibit, and other Zoo exhibits as they are upgraded, affecting the public's perception of our ability to not only care for the park as a whole, but for the animals in our keeping.

SMITHSONIAN ASTROPHYSICAL OBSERVATORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	121	21,301	105	17,321	6	4,299	258	88,238
FY 2006 ESTIMATE	119	22,571	119	20,397	4	1,755	264	85,944
FY 2007 ESTIMATE	119	23,039	119	20,397	4	1,755	264	85,944

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Provide reference services and information	5	801	5	818	0	17
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	110	20,764	110	21,194	0	430
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	559	0	571	0	12
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	4	447	4	456	0	9
Total	119	22,571	119	23,039	0	468

BACKGROUND AND CONTEXT

The mission of the Smithsonian Astrophysical Observatory (SAO) is to conduct research to increase understanding of the origin and evolution of the universe and to communicate this information to the scientific community through publications; to students through our connections to Harvard University and universities around the nation; and to the public via open

presentations. SAO is the largest and most diverse astrophysical institution in the world. It has pioneered the development of orbiting observatories and large, ground-based telescopes; the application of computers to astrophysical problems; and the integration of laboratory measurements, theoretical astrophysics, and observations across the electromagnetic spectrum. Observational data are gathered at our premier facilities: the Submillimeter Array (SMA) in Hawaii; the newly converted 6.5-meter Multiple Mirror Telescope (MMT) and related telescopes at the Fred Lawrence Whipple Observatory in Arizona; and by a broad range of powerful instruments aboard rockets, balloons, and spacecraft (most notably the Chandra X-Ray Observatory), and at locations as diverse as the high plateaus of northern Chile and the Amundsen South Pole Station. Headquartered in Cambridge, Massachusetts, SAO is a member of the Harvard-Smithsonian Center for Astrophysics, along with the Harvard College Observatory.

To achieve the goal of Increased Public Engagement, SAO will strengthen mechanisms to disseminate the results of its research to professional and lay audiences, and continue to conduct outstanding national research programs in science education. SAO will address the goal of Strengthened Research by maintaining its leadership position in astrophysics through the high level of productivity of its permanent scientific staff and by promoting collaborations with visiting scientists and academic research institutions. The goal of Enhanced Management Excellence will be achieved by improving information technology (IT) infrastructure to ensure administrative efficiency and staff commitment, promoting scientific collaboration and innovation, and maintaining a diverse workforce and culture of equal opportunity in all aspects of SAO's employment and business relationships.

The FY 2007 budget estimate includes an increase of \$468,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Strengthened Research, SAO scientists make extensive use of various astronomical facilities to support their research, including the ground-based optical and radio telescopes owned and operated by SAO in Arizona and Hawaii, and space-based telescopes operated by SAO on behalf of the National Aeronautics and Space Administration (NASA). SAO scientists also have research privileges at the two 6.5-meter Magellan telescopes in northern Chile (because of SAO's relationship with the Harvard College Observatory). These facilities enable SAO scientists to make substantial progress in answering fundamental questions about the origin and nature of the universe and questions about the formation/evolution of Earth

and similar planets—two of the four science themes on which the Science Commission recommended the Smithsonian concentrate.

SAO scientists will continue to take a leadership role in these scientific areas by participating in or hosting national and international conferences (e.g., the American Astronomical Society, the International Astronomical Union, and the Astronomical Data Analysis Software and Systems conference series) and by participating as keynote and/or invited speakers at such meetings. SAO scientists will also continue to publish in leading peer-reviewed journals such as the *Astrophysical Journal*, the *Astronomical Journal*, and *Astronomy & Astrophysics*. SAO developed and operates the Astrophysics Data System, which is a world leader in the dissemination of scientific literature.

To achieve the goal of Increased Public Engagement, SAO is directing its resources to the production and delivery of educational services and products that are rooted in SAO research about learning and that meet the educational needs of SAO's audiences. This sustained outreach effort gives SAO increased public coverage and recognition.

The goal of Enhanced Management Excellence will be addressed by making IT infrastructure robust, reliable, and secure; maintaining a cooperative environment through communication and activities that underscore SAO's special mission and each staff member's contribution to its success; evaluating management officials and supervisors on their compliance with applicable equal opportunity laws, rules, and regulations and on their efforts to achieve a diverse workforce; and facilitating the use of small, minority, women-owned, and other underused businesses in SAO's procurement and business relationships. These management tools support and enhance SAO's scientific and educational mission. SAO will also continue to improve its management through the recent centralization of the administrative and support departments' oversight responsibilities under a new position of Deputy Director for Administration.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Provide reference services and information to the public (5 FTEs and \$818,000)

- Develop innovative techniques for the rapid public dissemination of new scientific results and ideas that originate at SAO
- Make up to 20 educational presentations at national, state, and local meetings and conferences

- Complete and/or maintain educational websites for teachers, educators, and the general public. Create interactive museum kiosks. Produce and distribute 12,000 professional development DVDs for astronomy educators. Complete the distribution of 20,000 "Private Universe" DVDs to educators and the public. Process registrations for 800 school sites participating in professional development provided by the SAO-operated Annenberg/CPB Channel
- Present up to five workshops or papers at educational research or practitioner conferences
- Support and evaluate the performance of the traveling exhibition, *Cosmic Questions: Our Place in Space and Time*, as it travels through various museums across the country
- Carry out MicroObservatory telescope network operations to reach 100 participating schools and record 20,000 images

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (110 FTEs and \$21,194,000)

- Maintain a high rate of publication of significant astronomy and astrophysical research results in professional journals
- Maintain a high level of participation at professional meetings in the form of presentations, organizational contributions, session leaders, chairs, and proceedings editors
- Seek non-Institution funding to augment the conduct of scientific research. Leverage Institution funding through resource sharing in large projects that increase the scope of scientific opportunity and involvement of the research staff
- Use the collection of instruments, observatories (facilities), and expert staff at SAO to probe key scientific problems in astronomy and astrophysics. These include (but are not limited to) the search for extrasolar planets, the theory of star and planet formation, the acceleration of very energetic cosmic rays, the properties of space-time in the vicinity of black holes, the origin and evolution of structure in the universe, and the distribution of dark matter and dark energy. These and other areas of research will be studied through the use of SAO facilities such as MMT, SMA, Very Energetic Radiation Imaging Telescope Array System (VERITAS) and other smaller telescopes; NASA space telescopes, including the Chandra X-ray Observatory (which SAO operates with an SAO-built instrument, and for which SAO scientists have been awarded observing time), the Spitzer Space Telescope (on which an SAO instrument operates, and for which SAO scientists have been

awarded observing time), the Hubble Space Telescope (for which SAO scientists have obtained observing time), other NASA missions; and through theoretical and computational simulations of astrophysical processes

- Develop new scientific instrumentation that enables previously impossible astronomical investigations
- Develop and disseminate new computational tools to enable novel astrophysical research

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (\$571,000)

- Actively participate in the implementation of the Enterprise Resource Planning (ERP) system

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, innovative, and diverse (4 FTEs and \$456,000)

- Continue to inform staff about SAO research discoveries and progress, scientific prizes and awards, Smithsonian directives, and internal policies and procedures through quarterly town meetings and SAO-wide electronic messages, as necessary
- Encourage innovation by annually securing financial resources for internal research and development, and allocating these resources through a competitive, peer-reviewed process
- Increase targeted recruitment of applicants in under-represented categories so as to increase the size of diverse candidate pools. Increased targeted recruitment efforts will help SAO reach its goal of hiring qualified minorities and qualified individuals with disabilities
- Continue to recruit qualified women and to increase targeted recruitment activities in this area
- Continue to provide maximum practicable opportunities in SAO purchases to small or disadvantaged businesses, veteran-owned, small or service-disabled, veteran-owned businesses, HUBZone small businesses, and women-owned small businesses

SMITHSONIAN CENTER FOR MATERIALS RESEARCH AND EDUCATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	24	3,184	0	13	0	36	0	0
FY 2006 ESTIMATE	24	2,891	0	10	0	35	0	0
FY 2007 ESTIMATE	24	2,953	0	10	0	3	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	317	2	258	0	-59
Provide reference services and information	1	105	1	111	0	6
<i>Collections</i>						
Improve the stewardship of the national collections	13	1,332	13	1,443	0	111
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	3	475	3	445	0	-30
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	566	4	596	0	30
Modernize the Institution's financial management and accounting operations	1	96	1	100	0	4
Total	24	2,891	24	2,953	0	62

BACKGROUND AND CONTEXT

The Smithsonian Center for Materials Research and Education (SCMRE) is a multi-disciplinary center for materials analysis, independent and collaborative support for all Smithsonian units' scientific research, and conservation development to preserve museum objects, collections, and related materials of cultural or scientific importance. It serves as a unique resource for scientific and technical support to Smithsonian museums. Its education and outreach programs serve a broad audience that includes the general public.

To achieve the goal of Increased Public Engagement, SCMRE will provide education and advance technical studies and conservation technologies for all Smithsonian museums and collections, with a goal of becoming the center for preservation, conservation, and exhibition support. In pursuit of Strengthened Research, SCMRE will focus on applied research on art, anthropological, and historical objects to provide context for curators, art historians, and conservators. SCMRE's basic materials research program has successfully examined the properties of many materials, with products that have been applied to preservation of art-in-transit, generalized museum objects and specimens, collections environments, and building envelopes. We will concentrate on disseminating the findings of the materials research program. To achieve the goal of Enhanced Management Excellence, SCMRE's management group will ensure that the strategic goals of the unit are supported by the unit's budgetary and human resources, and by the facilities and instrumentation.

For FY 2007, the estimate includes an increase of \$62,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SCMRE will aim its educational program at conservators and other collections care providers by offering colloquia, symposia, and workshops, as well as distance-learning opportunities. The Center's technical information office will continue serving the museum community, the cultural heritage management community, museum studies students, and the general public—this last being an audience that is increasingly concerned with the preservation of family heirlooms and other artistic and historic collections. The technical information office answers direct inquiries and distributes general guidelines in printed or electronic format, handling more than 1,000 information requests annually. SCMRE's website will be maintained and updated to increase the impact of the Center's research and education. In collaboration

with other Smithsonian units and other institutions and affiliates on the national and international levels, SCMRE will offer public programs to present the results of SCMRE research, heighten awareness of the problems of preserving cultural heritage, and gain information about the nature and scope of problems that our constituencies encounter.

The Center will support the efforts of Smithsonian museums and research centers in their efforts to care for the national collections, and disseminate that information to the larger museum community and the public. SCMRE will pursue collaborative conservation treatment projects with other Smithsonian units to meet these ends, especially by providing conservation guidance and art history technical consultations to the art and history museums. Through continuing communication and interaction with the Smithsonian museum conservators, special training needs and research projects will be identified and research and courses will be developed to address the most urgent collection preservation needs.

To achieve the goal of Strengthened Research, SCMRE will provide increased technical and research assistance to the science units and art history technical studies and analyses to the art and history museums. SCMRE will facilitate and support collaborative research projects, such as the preservation of natural history collections, including development of improved fluid storage media and protocols for treatment of various classes of biological specimens. In addition, SCMRE will disseminate the results of its long-term basic materials research program through its Website, publications, hosted symposia, presentations, invited seminars, and lectures.

To achieve the goal of Enhanced Management Excellence, SCMRE will use its strategic plan to guide allocation of its budgetary and human resources, and to secure additional financial resources for its high-priority programs. Resource allocations will be tracked against performance metrics in each of the strategic areas, and against the needs and strategic goals of the Smithsonian's museums and research centers.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (2 FTEs and \$258,000)

- Host four interns/Fellows to advance the knowledge and skills of conservation and museum science graduate and postdoctoral students

- Offer 10 or more lectures, training seminars, or workshops to advance the knowledge and skills of professionals in the museum community
- Offer seven presentations or programs directed toward general audiences to advance their knowledge and interest in conservation and conservation science

Provide reference services and information to the public (1 FTE and \$111,000)

- Increase the number of webpage hits by 10 percent by updating and adding new information to the SCMRE website to enhance the guidelines and other information readily available to general audiences
- Respond to more than 500 inquiries annually

Improve the stewardship of the national collections for present and future generations (13 FTEs and \$1,443,000)

- Respond to requests for analytical services, treatment assistance, and consultations from eight units within the Smithsonian
- Provide assistance on 20 requests for analytical services, treatment assistance, and consultations for other Smithsonian units
- Produce eight conservation-related professional publications, including unique, peer-reviewed papers, invited chapters, or full-length proceedings
- Support the National Museum of Natural History project on identifying alternatives to alcohol for long-term storage of some natural history specimens

Strengthened Research

Engage in research and discovery (3 FTEs and \$445,000)

- Produce two publications per scientific research staff, in the form of, unique, peer-reviewed papers, invited chapters, or full-length proceedings
- Host an international symposium on an area of research expertise
- Respond to requests for technical studies and analytical services from eight units within the Smithsonian
- Respond to 40 requests and complete 20 projects providing technical studies and analytical services to other Smithsonian units
- Provide more than 400 analyses/year for other Smithsonian units

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$596,000)

- Focus conservation and science research following SCMRE's strategic plan, and link these efforts to Institution-wide science planning processes

- Maintain an excellent working relationship with SCMRE stakeholders, including Smithsonian museums and research centers, by providing briefings at least annually
- Encourage innovation by annually securing financial resources for internal research and development, and allocating these resources through a merit-based process

Modernize the Institution's financial management and accounting operations (1 FTE and \$100,000)

- Train staff responsible for financial, budget, procurement, and human resources transactions on the Institution's Enterprise Resource Planning system

SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ACTUAL	35	3,006	6	587	11	1,021	54	5,600
FY 2006 ESTIMATE	35	3,144	6	587	11	851	58	5,800
FY 2007 ESTIMATE	35	3,247	6	587	11	851	60	6,000

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	1	83	1	86	0	3
Provide reference services and information	0	6	0	6	0	0
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	27	2,476	27	2,555	0	79
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	404	4	416	0	12
Modernize the Institution's financial management and accounting operations	3	175	3	184	0	9
Total	35	3,144	35	3,247	0	103

BACKGROUND AND CONTEXT

The Smithsonian Environmental Research Center (SERC) is a leader in research on land and water ecosystems in the coastal zone. SERC's innovative research and unique setting advance basic environmental science in the zone where most of the world's population lives, and provides society with the knowledge to solve the environmental challenges of the 21st century.

To achieve the Institution's goal of Increased Public Engagement, SERC's public education and outreach program interprets and presents SERC's scientific research to diverse public audiences, which include schoolchildren and science teachers, students, and visiting scientists developing professional careers in the environmental sciences, and the general public. To achieve the goal of Strengthened Research, SERC uses its unique site on the shore of Chesapeake Bay and other sites, including the Smithsonian Marine Science Network, to investigate the ecological interconnections of aquatic, terrestrial, and atmospheric components of complex landscapes, with comparative studies on regional, continental, and global scales. To accomplish Enhanced Management Excellence, SERC will update management systems and functions, advance construction of its long-term Facilities Master Plan through completion of its Visitors' Housing complex, and ensure safety and protection of staff, fellows, volunteers, and visitors.

The FY 2007 budget estimate includes an increase of \$103,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SERC has redesigned its website to provide greater information to the public. Onsite education will focus on serving approximately 10,000 students and increasing minority participation. SERC will expand its highly successful distance-learning programs (estimated at 20 million participants in FY 2005) and develop a series of videoconferences and a national electronic field trip focused on estuaries and species invasions biology. In addition, SERC will continue the Student Training in Aquatic Research (STAR) academy for high school students. SERC outreach also includes lecture series, workshops, and expert consultation for the public, teachers, natural resource managers, and public officials. To train the next generation of environmental scientists and managers, SERC conducts a nationally recognized professional training program for university interns, graduate students, postdoctoral fellows, and visiting scientists, with a particular emphasis on developing careers of under-represented minorities.

To achieve the goal of Strengthened Research, SERC will use its invaluable 2,900-acre site on the Chesapeake Bay, where its scientists investigate the interconnections of aquatic, terrestrial, and atmospheric components of complex landscapes. SERC develops innovative approaches and instrumentation to measure environmental change at four ecological levels (i.e., global change, landscape ecology, ecology of coastal ecosystems, and population and community ecology), and has developed

unique, long-term and experimental data sets on environmental change. SERC also participates in developing the Smithsonian's unique Marine Science Network of sites along the western Atlantic Ocean for comparative coastal studies, and uses Smithsonian long-term field stations to assess ecological patterns and processes. During its 40-year history, SERC has built a reputation for world-class research, producing many publications that are rich in data and multi-disciplinary and integrative in analysis.

Building on existing strengths and special programs, SERC seeks to enhance its highly successful ongoing research on the following topics: land-sea linkages of ecosystems; landscape ecology of coastal watersheds; estuarine ecology; invasive species (especially in coastal ecosystems); global change impacts on biotic and chemical interactions; biocomplexity of structure and processes in key ecosystems; and community and population ecology. During the next five years, SERC research on coastal marine ecology will focus on four key, interrelated areas: the structure and dynamics of marine food webs; the integrity and biodiversity of crucial marine ecosystems; linkages of ecosystems at the land-sea interface; and ecological regulation of marine biodiversity. SERC seeks to expand its expertise in the ecology of invasive species, which impacts coastal ecosystems. To implement these goals, SERC will link its research with national and international research networks and enhance the Marine Science Network. SERC is also developing scientific and technological capabilities in analytical chemistry, remote sensing, and instrumentation in coastal watersheds and connected ecosystems.

To address the goal of Enhanced Management Excellence, SERC has updated its strategic plan and linked it to the Smithsonian Science Strategic Plan. SERC is improving its management of research by developing improved management tools for its overhead activities and ensuring tighter oversight of its newly revised website. SERC will ensure the safety and protection of volunteers, staff, and visitors by sustaining its excellent program of supervised inspections and staff involvement.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (1 FTE and \$86,000)

- Evaluate and enhance, if appropriate, the quality of on-site environmental education programs offered to schoolchildren, teachers, natural resource managers, and the general public, to more effectively communicate current research findings and field methods used by Smithsonian scientists

- Develop and implement training workshops for parents and professional educators, which support state and national science learning objectives in the environmental sciences
- Conduct approximately 100 video conferences and at least one electronic field trip to interpret SERC's environmental research for students, teachers, and the general public

Provide reference services and information to the public (\$6,000)

- Continue to improve accessibility to, and functionality of, the SERC website
- Monitor safeguards for and oversight of SERC website to ensure appropriate, up-to-date content
- Increase participation of under-represented minorities, including African American, Latino, and Asian communities in training programs, on-site visits, and distance-learning programs, with a target goal of building to 30 percent participation to increase diversity of audiences served

Strengthened Research

Engage in research and discovery (27 FTEs and \$2,555,000)

Theme: Discovering and Understanding Life's Diversity

- Increase knowledge of human impacts in coastal ecosystems and ecological change in land-sea interactions by developing SERC's unique long-term and experimental studies, field sampling, laboratory analyses, and data records in nine areas: species composition and population dynamics; estuarine water quality; ecosystem alteration and restoration; flow of nutrients; effects of toxic trace elements; invasive species; atmospheric increase in CO₂; ultraviolet radiation; and the biocomplexity of mangrove forest ecosystems
- Enhance highly successful environmental research by sustaining awards of competitive external grants and contracts from a diverse array of at least 12 agencies and other sources at an approximate level of \$5.5 million per year on land-sea linkages, landscape ecology, invasive species, global change, biocomplexity, community and population ecology, transport of toxic trace elements and nutrients, and coastal marine and estuarine ecology
- Disseminate results of research on human impacts in coastal ecosystems and ecological change by publishing 60 articles in peer-reviewed journals and books based on SERC's original environmental research
- Continue to link and coordinate SERC research, through active participation in the Smithsonian Marine Science Network, with national and international research networks (such as the National Association of Marine Laboratories, National Ecological Observation

Network, and Association of Ecosystem Research Centers), and with Government agencies such as the U.S. Coast Guard, U.S. Fish and Wildlife Service, and the National Oceanic and Atmospheric Administration

- Provide advice and counsel to state and national legislatures on environmental issues within SERC's areas of expertise
- Train the next generation of ecologists, environmental scientists, and natural resource managers by sustaining SERC's high-quality professional training program, and awarding 25 undergraduate internships, supporting 10 graduate students, and five postdoctoral scientists, with an emphasis on achieving a target goal of 25 percent participation from under-represented minorities
- Manage long-term and spatial data sets on the environment to evaluate the extent of ecological change

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$416,000)

- Implement SERC's strategic plan, which is formally linked to the Institution-wide Science Strategic Plan
- Develop improved tracking systems for external grants and contracts to improve their efficiency and effectiveness
- Develop standards and strategies to implement SERC's goal of improved compliance with the SI Performance Management System

Modernize the Institution's financial management and accounting operations (3 FTEs and \$184,000)

- Ensure appropriate staff training on future modules of the Institution's Enterprise Resource Planning System
- Evaluate laboratory safety procedures to ensure a safe work environment
- Improve coordination between unit and OFEO support units such as facilities management, security, and safety offices to meet SERC's programmatic goals
- Strengthen conformity with SI procedures guiding contracting and procurement

SMITHSONIAN TROPICAL RESEARCH INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	248	11,514	13	950	54	3,636	9	1,130
FY 2006 ESTIMATE	248	11,603	13	966	54	2,872	9	1,211
FY 2007 ESTIMATE	250	12,422	13	966	54	2,971	9	1,200

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	5	256	5	274	0	18
Provide reference services and information	4	173	4	186	0	13
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	119	6,351	121	6,790	2	439
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	7	409	7	438	0	29
Implement an aggressive and professional maintenance program	25	929	25	994	0	65
Improve the overall cleanliness and efficient operation of Smithsonian facilities	15	400	15	429	0	29
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	23	658	23	710	0	52
Provide a safe and healthy environment	6	221	6	240	0	19
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	4	281	4	301	0	20
<i>Management Operations</i>						
Strengthen an institutional culture that is	12	411	12	440	0	22

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
customer centered and results oriented						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	8	720	8	770	0	39
Modernize the Institution's financial management and accounting operations	17	587	17	630	0	32
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	207	3	220	0	11
Total	248	11,603	250	12,422	2	819

BACKGROUND AND CONTEXT

The Smithsonian Tropical Research Institute (STRI) is the principal U.S. organization dedicated to discovering and understanding biological diversity in the tropics and its relevance to human welfare. The innovative and long-term research conducted by STRI scientists and collaborators makes critical contributions to the science themes presented in the Smithsonian Institution's "Science Matters" strategic plan. STRI's "Forces of Change" research seeks to understand the role that tropical environments play in global climate change. STRI has developed a new tropical soils science program to complement outstanding research strength in forest ecology and tropical plant physiology. This program furthers understanding of how the global carbon cycle is impacted by massive conversion of tropical landscapes from old-growth forests to impoverished agricultural land. STRI scientists are also productive contributors to the focal research area "Encyclopedia of Life," and new discoveries each year expand our understanding of tropical biodiversity and its importance to our well-being. STRI research in the "Biology of Extinction" and "Human-Environmental Interactions through Time" strategic areas has highlighted the role that the Central American isthmus has played in human history, as well as the impact of expanding agriculture and logging on the Amazon Basin.

STRI plays a critical role for the U.S. Government and the Smithsonian by maintaining world-class research facilities in Panama where more than 800 resident and visiting scientists can easily access diverse tropical environments, including rain forest and coral reef ecosystems. STRI serves as official custodian for the Barro Colorado Nature Monument, which is the only mainland tropical reserve under U.S. stewardship. STRI's marine facilities on both the Atlantic and Pacific coasts of Panama facilitate comparative oceanographic and coastal zone studies of both oceans, and the Institute' marine and terrestrial facilities measure the environmental health of critical ecosystems, particularly tropical rainforests and coral reefs. In view of the increased interest in tropical medicine by Panamanian and U.S. medical research organizations, STRI's expertise in ecological research is

sought increasingly for studies of tropical diseases such as malaria and hanta. Because of its excellent research staff and superb facilities, STRI has developed an outstanding reputation for providing essential training to students and professionals who conduct tropical research, and for increasing the public's understanding of tropical biodiversity and its importance for humans.

To achieve the Institution's goal of Strengthened Research, STRI is requesting an increase in base funding for its innovative program in tropical soils science. Without increased funding, the Smithsonian will lose the momentum and expertise that has been developed to quantify the important role that tropical soils play in the dynamics of the carbon cycle—information that is required to build better predictive models of global climate change. To achieve the goal of Increased Public Engagement, STRI will interpret its research for diverse audiences through its public programs, and has recently increased its commitment to disseminating its findings through the Internet and other media. The goal of Enhanced Management Excellence will be addressed by continuing to provide superbly maintained facilities and instrumentation necessary to meet research requirements, and by strategic planning to support researchers seeking enhanced knowledge of tropical environments.

For FY 2007, the estimate includes a program increase of \$200,000 for operational research requirements, and an increase of \$619,000 for necessary pay for existing staff funded under this line item and mandated increases in Panamanian social security.

MEANS AND STRATEGY

To maintain its leadership in tropical research, STRI provides basic support for its staff scientists to conduct projects that contribute to two of the four science themes presented in the Smithsonian Science Matters strategic plan: "Discovering and Understanding Biological Diversity" and "Human Diversity and Cultural Change," and to all six research areas within these themes. The theme of "Discovering and Understanding Biological Diversity" will be advanced as STRI continues to lead in the fields of tropical forest ecology, plant physiology, canopy biology, and tropical evolution. STRI biologists are making fundamental discoveries about tropical nature, and using this information to understand such things as plant defense systems that yield new chemical compounds of potential use in treating cancer and HIV. STRI archaeologists and social anthropologists strongly support the strategic science theme of "Human Diversity and Cultural Change," and will continue to study how different peoples survived and flourished in fragile, endangered tropical environments. By drawing on their knowledge of the history and development of tropical regional economies and social formation,

STRI scientists have contributed critical information and insight about the future of the Amazon, including predictive models that establish the rates of Amazonian deforestation under alternative development plans 20 years into the future.

STRI's focus on soils in tropical landscapes will substantially improve the ability of the United States to forecast fluctuations in carbon dioxide emission rates that influence the world's climate. Given the rapid rate of forest loss in the tropics, the rate of carbon moving in and out of tropical soils is probably the most important missing variable in models that aim to predict the future of global climate change. By building on current programmatic strengths at STRI in forest ecology and tropical plant physiology, the Smithsonian Institution can maintain its leadership in tropical environmental science and help ensure that global change models are informed by the best possible quantitative data regarding carbon flux in tropical soils and forests.

In FY 2007, STRI plans to begin consolidating its terrestrial research program in Gamboa. This site takes advantage of its location on the edge of a national park, and as the jumping off place for Barro Colorado Island, to serve as a research base for resident and visiting scientists. The proposed consolidation will reduce the number of buildings currently maintained by STRI, while permitting the construction of state-of-the-art science laboratories to replace out-of-date facilities. The site supports research on reforestation with native species and ecologically guided drug discovery and global climate change, and serves as a training ground for students and Fellows who come to STRI during various stages of their academic careers.

STRI will address the goal of Increased Public Engagement by offering high-quality public programs that increase our understanding of the diversity of life in the tropics and its relevance to global processes. New information about the tropics will be disseminated to the public through the Smithsonian science website, as well as through targeted seminars and symposia for news media and decision makers.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (5 FTEs and \$274,000)

- Engage and inspire diverse audiences in a lifelong exploration and understanding of science through high-quality public programs and products, such as the Smithsonian Biodiversity Series, which provides information on tropical biodiversity and cultures

Provide reference services and information (4 FTEs and \$186,000)

- Provide reference services and information to the public through the STRI library and the Smithsonian website

Strengthened Research

Engage in research and discovery focused on biological diversity and human culture (121 FTEs and \$6,790,000)

- Hire a soil microbial biologist (GS 13) and a soil physicist (GS 14) to continue developing STRI's tropical soils science program, thus insuring important contributions to SI thematic focus areas
- Conduct studies on animal behavior and environmental monitoring, which contribute to science priority themes, using scientific research computing capabilities such as automated animal tracking methods and Geographic Information Systems (GIS)
- Publish at least 200 scientific papers in peer-reviewed journals to share research results with the scientific community worldwide on the origins, maintenance, and loss of tropical biodiversity
- Facilitate tropical research for at least 750 visiting scientists and students working in STRI facilities, including projects funded by the National Science Foundation and National Institutes of Health, to increase our understanding on the distribution, interactions, and evolution of tropical organisms and their relevance to human health and global climate change
- Offer scientists opportunities to test research hypotheses on tropical forests, and disseminate the basic information needed to restore degraded areas and provide enhanced environmental services
- Strengthen the SI Marine Science Network collaborative projects on marine environments, such as on coral reefs and mangroves in the tropical eastern Pacific and Caribbean, to better understand their diversity, threats, and conservation opportunities
- Build inter-unit collaboration through joint appointments (with staff, collaborators, and postdoctoral Fellows)
- Support the work of terrestrial paleoecologists studying changes in tropical communities over geologic time frames, and determine conditions that lead to the depletion of tropical forests
- Continue archaeological research aimed at revealing the importance of prehistoric tropical societies in New World cultural development
- Develop improved understanding of human occupation in neotropical forests, from the first colonization 15,000 to 11,000 years ago
- Build inter-unit collaboration through joint appointments (with staff, collaborators and postdoctoral Fellows)

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (7 FTEs and \$438,000)

- Finalize purchase of land and design for Gamboa facility integrated educational and research center

Implement an aggressive and professional maintenance program (25 FTEs and \$994,000)

- Continue structural assessment of STRI facilities to ensure their continued safe and effective use for tropical research and education
- Continue staff training to implement reliability centered maintenance program throughout STRI facilities

Improve the overall cleanliness and efficient operation of Smithsonian facilities (15 FTEs and \$429,000)

- Conduct regular monitoring of all facilities, including buildings, vessels, vehicles and docks, to ensure their safety and operational capacity to serve ongoing research

Provide world-class protection for Smithsonian facilities, staff, visitors, and volunteers (23 FTEs and \$710,000)

- Introduce new patrolling procedures and electronic surveillance of the Barro Colorado Nature Monument to increase protection of the area against poachers
- Expand existing electronic security system to remote facilities such as Bocas del Toro Research Laboratory

Provide a safe and healthy environment (6 FTEs and \$240,000)

- Bring STRI facilities into compliance with safety standards to ensure safety and protection of staff, visitors, volunteers, collections, infrastructure, and equipment

Modernize the Institution's information technology systems and infrastructure (4 FTEs and \$301,000)

- Strengthen STRI's scientific capability to analyze tropical biodiversity information by implementing new technologies for automated animal tracking and environmental monitoring, including GIS
- Increase information-sharing within the institution via improved connectivity between STRI facilities through the Local Area Network (LAN) system
- Increase efficiency of administrative procedures by promoting time-saving and error-reducing practices such as online transactions via the STRI intranet

Strengthen an institutional culture that is customer centered and results oriented (12 FTEs and \$440,000)

- Increase internal customer satisfaction (i.e., STRI staff and visitors) by streamlining the acquisitions process and adopting the

Enterprise Resource Planning (ERP) system for financial, budget, procurement, and human resources management

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (8 FTEs and \$770,000)

- Evaluate performance appraisal system and make necessary changes to ensure its effectiveness in reinforcing the Institution's strategic vision and goals

Modernize the institution's financial management and accounting operations (17 FTEs and \$630,000)

- Improve financial management by providing all internal clients with accurate and timely transaction records and reports.

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state and local governments (3 FTEs and \$220,000)

- Conduct targeted seminars for journalists and policy makers to keep them informed about relevant research discoveries

FY 2007 REQUEST — EXPLANATION OF CHANGE

The FY 2007 budget estimate includes an increase of \$819,000 and 2 FTEs. Included is an increase of \$619,000 for necessary pay for existing staff funded under this line item and mandated increases in Panamanian social security. STRI is also seeking a program increase to build a world-class tropical soils science program that will effectively interact with STRI's existing programmatic strengths in forest ecology and plant physiology.

- (+ \$200,000, + 2 FTEs) The funds are requested for a soil microbial biologist (GS 13) and a soil physicist (GS 14) and to fund the soils research program. These positions will make the Smithsonian a leader in tropical soils science and help ensure that global climate change models correctly account for the movement of carbon into and out of tropical soils.

If the FY 2007 request is not allowed, the Smithsonian will lose the opportunity to be a leader in tropical soils science and contribute to understanding the role that tropical soil carbon flux plays in climate change. The nation will lack the scientific knowledge regarding forest ecology, tropical plant physiology, and the distribution, interaction and evolution of tropical organisms required to adjust economic policy in response to global climate changes.

OUTREACH

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	66	10,050	35	4,170	16	2,782	3	649
FY 2006 ESTIMATE	65	9,534	36	5,155	16	4,587	3	977
FY 2007 ESTIMATE	65	10,518	36	4,625	14	2,648	3	922

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	12	1,173	12	1,192	0	19
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	41	4,665	41	4,773	0	108
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	5	2,319	5	2,840	0	521
Ensure the advancement of knowledge in the humanities	0	615	0	924	0	309
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	6	692	6	714	0	22
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	70	1	75	0	5
Total	65	9,534	65	10,518	0	984

BACKGROUND AND CONTEXT

Smithsonian Across America is the outreach strategy of the Institution, seeking to link its national collections, research, and educational resources to Americans across the country. Its aims are to: 1) enhance widespread research-based knowledge of science, history, and art; 2)

broaden the audiences who share in America's cultural heritage; and 3) provide opportunities for scholars and educators to further increase and diffuse knowledge.

In FY 2005, outreach programs served millions of Americans, thousands of communities, and hundreds of institutions in all 50 states, through loans of objects, traveling exhibitions, and sharing of educational resources via publications, lectures and presentations, training programs, and websites. Smithsonian outreach programs work in close cooperation with Smithsonian museums and research centers, as well as with 142 affiliate institutions and others across the nation.

This line item includes the programs that provide the critical mass of Smithsonian Across America outreach activity: the Smithsonian Institution Traveling Exhibition Service (SITES); Smithsonian Affiliations (SA); Smithsonian Center for Education and Museum Studies (SCEMS), the National Science Resources Center (NSRC); Office of Fellowships (OF); and Smithsonian Institution Press (SIP). The Smithsonian Associates (TSA), which receives no federal funding, is also part of this national outreach effort.

The FY 2007 budget estimate includes an increase of \$984,000, including an increase of \$184,000 for necessary pay for existing staff funded under this line item. In addition, the OF is seeking a programmatic increase of \$800,000.

MEANS AND STRATEGY

Smithsonian Institution Traveling Exhibition Service — Following the Smithsonian's FY 2007 Performance Plan goal to increase public engagement, SITES ensures that its annual program offerings capture the vitality of all Smithsonian collections and research disciplines. In FY 2007, SITES exhibitions will feature such engaging topics as America's sports icons, planet Earth as seen from space, the Muppets, Chinese jades, and Latino music.

SITES in FY 2007 has an especially pivotal role at the Smithsonian because it will be creating and touring exhibitions that will guarantee access to collections that would otherwise be hidden away in storage. As renovations begin at the National Museum of American History (NMAH), for example, SITES will tour some of that Museum's most important exhibitions, including *For Which It Stands*, the much-anticipated exhibit about our nation's flag. Collections that explore American military history, the role of First Ladies, and historic bicycles are a sampling of the other NMAH exhibitions that will be on the road through SITES in FY 2007.

SITES also will be the public exhibitions face of the Smithsonian's National Museum of African American History and Culture, as the planning for that new Museum gets under way. Providing national access to projects that will introduce the American public to the museum's mission, SITES in FY 2007 will tour such stirring exhibitions as *381 Days: The Montgomery Bus Boycott Story*.

SITES maintains an unrivalled program of exhibitions that honor and celebrate the cultural heritage of Latinos, Asian Pacific Americans, Native Americans, and the many other peoples who make up the American experience. Significant FY 2007 resources will focus on increasing public engagement through educational outreach programs and Web-based curricula for these exhibitions. Included among the SITES offerings will be *¡Azúcar! The Life and Music of Celia Cruz*, *Documenting China*, and *Becoming American: Teenagers and the Immigrant Experience*.

In the 11 years since SITES launched its groundbreaking Museum on Main Street (MoMS) program, rural America has become a defining force in setting the national agenda. Nowhere is civic pride in the Smithsonian more visible than when small-town USA opens a MoMS exhibit. In FY 2007, *New Harmonies: Celebrating American Roots Music* will open in five states, effectively doubling the number of exhibitions in the program, bringing MoMS to 438 communities nationwide.

Smithsonian scientists conduct groundbreaking research every day. Yet translating the excitement of their discoveries presents unique challenges for traveling exhibitions. Reversing a downward trend in the total number of science shows that SITES offers annually is an FY 2007 priority. Armed with the results of its FY 2005–2006 survey of science centers, SITES will begin implementing a series of five projects that integrate the best of Smithsonian research with the latest exhibit techniques.

Smithsonian Affiliations — The mission of Smithsonian Affiliations is to build a strong, national network of affiliated museums and educational and cultural organizations that will facilitate the dissemination of Smithsonian artifacts and expertise to communities across America. By working with emerging and well-established museums of diverse sizes, subject areas, audience bases and scholarly disciplines, in diverse locations, Smithsonian Affiliations is creating the framework through which visitors unable to come to Washington, DC can experience the Smithsonian in their own communities. In addition, the Smithsonian is working closely with all affiliated organizations to increase their audiences, expand their professional capacities, and gain greater recognition in local communities.

We have recently completed a series of conferences designed to build multi-cultural alliances within the Smithsonian Affiliations program. The conferences, supported in part by a gift from AARP, are enabling us to bring Affiliate staff together in various regional settings to develop a national museum resource base, and begin the collaborative process that will result in a national speakers list, multiple traveling exhibition opportunities, and a wide variety of museum educational programs. Pilot educational programs will be developed over the next two years, with the objective of fostering ongoing collaborative opportunities on a wide-ranging basis in the future.

Smithsonian Center for Education and Museum Studies — SCEMS learning experiences include publications, websites, professional development, and internships. In FY 2007, SCEMS will produce websites and publications that meet learning and professional standards, and disseminate them broadly. SCEMS will produce the central Smithsonian education website (SmithsonianEducation.org) for teachers, families, and students, with the goal of reaching 2 million visitors.

Office of Fellowships — Smithsonian scientists have pioneered efforts to explore the universe and to improve our understanding of how the earth and similar planets were formed. We are internationally recognized for our expertise in systematics, paleobiology, ecology, and biological conservation, and we are uniquely situated to explore the loss of biodiversity and to respond to governmental initiatives on climate change, tropical forest conservation, invasive species, and endangered species. Our scientists are world leaders in the fields of anthropology, ethnology, and archaeology, including the emerging field of forensic anthropology and human origins. Scientists in these fields are poised to exploit new opportunities ranging from examining the effects of current—and even past—globalization in transforming cultures, to examining biological and cultural adaptations and recent human impacts on the environment.

To maintain this leadership and to achieve the Institution's goal of Strengthened Research, the Fellowship and Scholarly Studies programs must be expanded. One of the best ways to ensure the intellectual health and continued development of the Institution is to provide the opportunity for talented young scholars and scientists to use of the Smithsonian's vast collections and accumulated knowledge, and to be mentored by some of the world's leading scholars. Expanding the SI Scholarly Studies Program, in turn, is equally important for ensuring that these collections and this knowledge continues to grow in ways that enhance the prescience vision of the U.S. Congress when it accepted James Smithson's gift to America for the increase and diffusion of knowledge.

The challenges of cutting-edge science and scholarly research often demand more than a single year of funding to gather and analyze the data, and prepare the final product. The best and brightest young scholars regularly receive offers of multiple-year funding. To compete successfully with these funding opportunities, the Smithsonian must increase its investment in training the next generation of the nation's scientists. The best way to attract and retain promising young scholars is by offering competitive postdoctoral fellowships and granting opportunities.

Fellowships will be made more competitive by increasing stipends to the level of other prestigious awards (\$40,000 for postdoctoral stipends plus a research allowance), and allowing for the possibility of multi-year appointments. When available, multi-year appointments have been enormously productive (e.g., the Smithsonian Tropical Research Institute's three-year Earl S. Tupper Fellows). Such awards are an international standard, as exemplified by the long history of outstanding scholars supported as multi-year fellows at the National Science Foundation, National Institutes of Health, and The Royal Society.

National Science Resource Center — The NSRC uses strategies based on research that incorporates best practices and leverages change by developing strategic partnerships with corporations, foundations and government organizations to achieve the goals and mission of the Smithsonian Institution. Through these strategies, the NSRC strives to increase the number of ethnically diverse students who participate in effective science programs based on NSRC products and services. The Center will develop, enhance and implement a national outreach strategy to increase the number of school districts that are implementing NSRC K–8 programs. In addition, the NSRC is striving to extend its science education reform programs to high school and college-level students. To achieve the highest level of science education reform, NSRC will be introducing Science through Literacy initiatives to both communities at large and the schools within these communities.

Smithsonian Institution Press — Through the Contributions and Studies Series Program, continuously published since 1875, SIP publishes research conducted by Smithsonian staff. The federal funds will support the publication of the first-class science results and widened public distribution to libraries, universities and other organizations. The program publishes monographs in several subject areas, including anthropology, botany, earth sciences, marine sciences, paleobiology, zoology, folk life, air and space, history, and technology. Further, federal resources will underpin the publishing of scholarly books written by Smithsonian staff, or books closely related to Smithsonian collections.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (12 FTEs and \$1,192,000)

- Provide educational programming for an audience of 500,000 people through public programs and distance learning
- Provide professional development for an audience of 3,000 museum and classroom educators, through workshops, special events, and learning institutes
- Manage the Smithsonian internship program, providing 600 college students with internship placements, training, and enrichment opportunities
- Publish a teachers' magazine based on Smithsonian research collections, and distribute it to every elementary and middle school in all 50 states (82,000 schools)
- Maintain www.SmithsonianEducation.org, a central education website for teachers, families, and students; <http://intern.si.edu>, a central website for intern applicants and current interns; <http://museumstudies.si.edu>, a resource site for museum professionals and museum studies students; and www.SmithsonianSource.org, a complex, Institution-wide multi-media website. These websites will reach 2 million visitors in FY 2007
- Engage 135 school districts representing an additional five percent of the United States' K–8 student population — bringing the impact of the NSRC's work from 25 percent to 30 percent of the nation's youth
- Leverage NSRC's intellectual capacity and impact through the continuous development and expansion of strategic partnerships both within the Smithsonian and with outside corporations, foundations and government organizations
- Offer opportunities for educators to become more effective science teachers by building on their existing knowledge and skills through professional development workshops
- Develop graduate-level content courses for science teachers through workshops supported by strategic partnerships

Offer compelling, first-class exhibitions and other public programs (41 FTEs and \$4,773,000)

- Arrange tour of 10 exhibitions from NMAH to guarantee public access to national collections while the Museum is under renovation
- Arrange tour of three exhibitions about the African American experience to introduce the public to the resources of the Smithsonian's new National Museum of African American History and Culture as plans for that Museum evolve

- Introduce three new exhibitions that honor and celebrate the cultural heritages of Latinos, Asian Pacific Americans, Native Americans, and new immigrant groups in the United States
- Add 50 small towns to the number of locations that participate in the MoMS program, and launch one new MoMS exhibition for rural America
- Launch the first of five new interactive science exhibits that share Smithsonian research with the nation, and incorporate complementary programs tied to national curriculum standards

Strengthened Research

Engage in research and discovery (5 FTEs and \$2,840,000)

- Attract promising young scholars by offering competitive awards to research Fellows
- Increase the number of fellowship awards and amount of stipend levels to stay competitive in science research
- Offer multi-year fellowships to attract the best students
- Support a robust, scholarly publishing program focused on the Contributions and Studies Series Program and research conducted by scientists in the different SI museums and units
- Publish eight publications a year in the Contribution and Studies Series Program
- Expand the reach of these studies by making all of the abstracts in the Contributions and Studies Series Program available on the SI Scholarly Press website
- Establish an editorial board to oversee a centrally-managed competitive proposal process for scholarly publications and books

Ensure the advancement of knowledge in the humanities (\$924,000)

- Increase the number of awards and amount of stipend levels offered to scholars studying humanities
- Provide continued support for scholarly research grants in the humanities

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (6 FTEs and \$714,000)

- Convene programs for Smithsonian staff that will foster a learning community focused on educational topics
- Conduct a formal evaluation of a sample of SCEMS programming
- Fill a position to help strengthen the management structure of the NSRC and to provide stability and enhancement to the organization, thereby fulfilling this performance objective.
- Foster collaboration between NSRC and major education units within the Institution to increase knowledge of science education,

and use the Internet to further Web-based knowledge in science education reform

- Ensure effective management practices of all fellowship awards and appropriate financial reporting to SI units and external organizations

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$75,000)

- Convene an Institution-wide committee as well as working groups to foster collaboration and promote diverse public programming

FY 2007 REQUEST — EXPLANATION OF CHANGE

The FY 2007 budget estimate includes an increase of \$984,000, including an increase of \$184,000 for necessary pay for existing staff funded under this line item. In addition, the OF is seeking a programmatic increase of \$800,000.

- (+ \$800,000) This increase is requested to continue the initiative of reinvigorating and thoroughly modernizing the intellectual infrastructure of the Institution as represented by the Fellowships and Scholarly Studies programs.

Smithsonian science has provided world leadership in diversity of scientific disciplines. A key to our success has been our ability to attract the best and brightest young scientists who will comprise the next generation of scientific leadership at the Smithsonian Institution, and elsewhere. Unfortunately, the Smithsonian has fallen behind other prestigious academic institutions in its ability to support promising young scientists, in large part, due to the limited financial resources available to support fellowships. The Smithsonian currently supports fewer than 120 scientific Fellows, which lags far behind the more than 500 postdoctoral fellows typically supported by major academic institutions nationwide. Funding this request will permit the Institution to provide support for an additional 15–20 fellows in the emerging areas previously described and bolster the Scholarly Studies program that supports research conducted by Smithsonian scientists. Overall, this funding will support advanced scientific training and increase the Institution's scientific capacity for achieving the goals set forth in its science strategic plan—advancing our contribution to scientific discovery through building on our core scientific strengths.

If an increase in support is not provided Smithsonian science risks falling behind other outstanding scientific institutions and losing its leadership in scientific disciplines of national importance.

COMMUNICATIONS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	19	1,480	18	2,462	0	0	0	0
FY 2006 ESTIMATE	19	1,527	18	2,317	0	0	0	0
FY 2007 ESTIMATE	19	1,562	18	2,317	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Provide reference services and information	11	925	11	954	0	19
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	1	52	1	54	0	2
Enhanced Management Excellence						
<i>Management Operations</i>						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	7	550	7	554	0	14
Total	19	1,527	19	1,562	0	35

BACKGROUND AND CONTEXT

The Office of Communications includes two offices: the Office of Public Affairs (OPA) and the Visitor Information and Associates' Reception Center (VIARC). OPA coordinates public relations and communications in conjunction with museums, research centers, and offices to help ensure a consistent and positive image for the Institution. The office develops programs to advance the Institution's objectives, and acquaints the public with research, exhibitions, public programs, and other activities of the

Smithsonian by working with the news media and issuing materials for staff and the public.

The VIARC seeks both to broaden the public's knowledge, appreciation, and enjoyment of the Smithsonian and to facilitate and promote participation in the Institution's programs and activities. VIARC advances the goal of Strengthened Research through the provision of behind-the-scenes volunteers who assist staff in performing their research.

The FY 2007 budget estimate includes an increase of \$35,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the OPA is directing its resources to nationwide, mass-media publicity and to expanding relationships with minority communities through targeted radio and print advertising and publication of visitors' brochures and a newsletter devoted to scientific research. OPA publishes a monthly newspaper and a biweekly newsletter for employees to keep them informed about other Smithsonian staff and their projects. VIARC also advances this goal by disseminating information on public programs, exhibitions, events, and collections. This is accomplished through content responsibility for four segments of the Smithsonian websites (i.e., Visitor Information, Events, Exhibits, and Encyclopedia Smithsonian); seven-day, year-round operation of the Smithsonian Information Center; recruitment, training, scheduling, and supervision of volunteer and staff information specialists at museum information desks; operation of public inquiry mail and telephone information services; and outreach to the local, national, and international tour and travel industries. VIARC oversees approximately 6,000 volunteers throughout the Smithsonian.

VIARC advances the goal of Strengthened Research through the Behind-the-Scenes volunteer program, which assists staff in performing their research. Volunteer assignments range from clerical tasks to highly complex research, conservation, and technical work.

To strive for Enhanced Management Excellence, the Office of Communications responds to all media inquiries in a timely manner with accurate, concise information, and initiates story ideas to the media about Smithsonian exhibitions, research, and programs.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Provide reference services and information to the public (11 FTEs and \$954,000)

- Develop and maintain an integrated plan for communications, advertising, and marketing for the Institution to reach both general and target audiences
- Continue the Institution's targeted outreach campaign to traditionally underserved audiences through radio stations (in English and Spanish), weekly newspapers, alternative weeklies, newsletters, and posters
- Recruit approximately 125 new volunteers to address volunteer attrition at the Visitor Information Units information desks
- Continue to provide accurate and timely information about Smithsonian events, activities, and exhibitions through 15 information desks and the telephone information desk in the Castle
- Update the visitor information database at least once daily
- Maintain and update VIARC's content on the Smithsonian website to ensure the timeliness and accuracy of information

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity and human culture. Use our unique, publicly-accessible collections, research facilities and staff to inform, educate, and inspire a diverse audience (1 FTE and \$54,000)

- Recruit approximately 700 Behind-the-Scene volunteers in FY 2007 to assist research programs throughout the Institution by matching skills, knowledge, interests, and availability with project requirements

Enhanced Management Excellence

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (7 FTEs and \$554,000)

- Respond to all media inquiries in a timely manner with accurate, concise information, generally within 24 hours
- Initiate positive stories to various types of media, including stories about exhibitions, research, facilities, new acquisitions, and staff
- Organize events specifically for journalists
- Publish a monthly employee newspaper, *The Torch*, and a biweekly staff newsletter

INSTITUTION-WIDE PROGRAMS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	0	6,053	0	200	0	0	0	0
FY 2006 ESTIMATE	0	6,581	0	0	0	0	0	0
FY 2007 ESTIMATE	14	10,915	0	0	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	0	1,152	0	1,152	0	0
<i>Collections</i>						
Improve the stewardship of the national collections	0	995	14	4,091	14	3,096
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	0	1,658	0	2,458	0	800
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	2,776	0	3,214	0	438
Total	0	6,581	14	10,915	14	4,334

BACKGROUND AND CONTEXT

In 1993, Congress approved the Smithsonian's reallocation of funds to create two Institution-wide funding programs: one to support the units' needs for state-of-the-art research equipment, and the other to systematically address information technology needs throughout the Institution. In FY 1995, the Institution first received funds to support the

development of a third Institution-wide program, this one for Latino initiatives, including research, exhibitions, and educational programming.

The FY 2006 appropriation included an increase to establish a fourth Institution-wide program to support critical needs in collections care and preservation. To improve the overall stewardship of Smithsonian collections the "Collections Care and Preservation Fund" provides strategic funding for the highest priority collection management needs throughout the Institution. For FY 2007, additional collections-related initiatives are included in this section of the budget. These initiatives address both collections care and preservation initiatives as well as collections information systems improvements throughout the Institution.

Collections care is not a single process or procedure, but a series of components that are interwoven, interdependent, and ongoing. The condition of facilities housing collections, the quality of storage including environmental conditions, and the ability to document collections in manual and electronic formats directly affect the Smithsonian's ability to protect and preserve for future generations and to make collections available to scholars and the general public. Because collections care is fundamental to the Smithsonian's mission, there is a critical and urgent need for resources to achieve responsible standards for accountability, preservation, and accessibility of collections.

In 2000, the Secretary asked the Smithsonian's Office of Policy and Analysis (OP&A) to conduct a study of Smithsonian collections and offer recommendations to support sound collections policy and management. Completed in 2004, this study states that although collections care is fundamental to the health, longevity, and usefulness of collections, these collections are increasingly at risk because of declining resources to perform basic collections management tasks. Between 1994 and 2003, in the face of steady or growing workloads, staff levels in collections care decreased by 17 percent in the face of steady or growing workloads. The most seriously affected museums were the National Museum of Natural History (NMNH)—59 percent, and National Museum of American History (NMAH)—51 percent.

In 2004, the Smithsonian participated in a nationwide survey of more than 15,000 museums and collecting institutions, which was conducted by Heritage Preservation, a non-profit advocate for collections preservation. The purpose of this survey, the "Heritage Health Index," was to document the condition and preservation needs of the nation's cultural heritage. The survey reconfirmed the OP&A finding that Smithsonian units overall judged approximately one-third of their collections storage space to be below acceptable quality. The results indicate that collections-level condition

surveys, environmental improvements, conservation treatment, collections cataloguing, staffing, and training are the areas of most urgent need. In addition, the Government Accountability Office (GAO) report of April 2005 documents how Smithsonian facilities-related problems continue to jeopardize collections' preservation and accessibility. Not only are the buildings themselves at risk, but also the irreplaceable cultural and scientific collections they contain.

There is also an immediate need to enhance collections records with additional texts and images, and to make this information available on the Web. Many records are skeletal and lack images, or still reside in "legacy" or manual documentation systems. The digitization of collections information and images is a mammoth task that will require significant dedicated effort to complete. For example, NMNH has digital records for only 10 percent of the estimated 50 million records currently needed to adequately document its 126 million collection items. Digitizing collections information helps achieve the Smithsonian's goal of modernizing its collections management systems, enhancing scientific research, and dramatically enlarging audiences as well as increasing its degree of engagement with them. Collections information systems facilitate legal, physical, and intellectual control over the collections.

In a July 8, 2005 letter to agency heads, the White House defined priorities for maintaining excellence and leadership in science and technology. Only two areas requiring special agency focus and attention were highlighted, and stewardship of federal scientific collections was first on the list. Collections serve an important role in public health and safety, trade and economic development, medical research, and environmental monitoring. Therefore, federal entities should promote efforts to maintain collections and to advance collections research. The Smithsonian's collections care and information initiatives directly support these goals.

In FY 2007, the budget estimate includes an increase of \$3,096,000 and 14 FTEs for collections initiatives to address the backlog of collections processing and conservation and improve storage (\$1,500,000) and support collections information systems (CIS) throughout the Institution (\$1,596,000). The estimate also includes an increase for research equipment \$800,000 and the return of funds \$438,000 for the Information Resources Management (IRM) Pool in the FY 2006 budget.

MEANS AND STRATEGY

LATINO INITIATIVES POOL

To achieve the goal of Increased Public Engagement through research and education initiatives, the Latino Initiatives Pool continues to fund Smithsonian programs annually that focus on U.S. Latino experiences and contributions to science, history, art, music, culture, the humanities, and society. Pool funds enhance programs addressing exhibits, collections management, live programs, education, research, and community/public outreach. Projects are selected on a competitive basis from proposals that demonstrated efficient deployment of the pool funds, other Smithsonian resources, and external funding. The FY 2007 budget request for the Latino Initiatives Pool includes \$1,152,000 for such initiatives.

COLLECTIONS INITIATIVES

The Institution will achieve the goal of Increased Public Engagement by expanding access to and improving maintenance of the national collections. The Collections Initiatives are focused on two broad categories: the Collections Care and Preservation Fund and CIS.

- **Collections Care and Preservation Fund**

The internal OP&A collections study identified several key aspects of collections management that are critical needs, including collections development, care, access, and planning. Following the completion of the four-year study, the Smithsonian has taken a pragmatic and systematic approach to analyzing and applying the study recommendations. Important steps taken to date include:

- Creation of the Smithsonian Collections Advisory Committee to establish the Institution's priorities for collections management and implement study recommendations
- Development of collections-specific performance goals and standards for senior management and museum directors
- Revision of the Smithsonian's collections management policy and implementation standards

During FY 2006, the Smithsonian will build on the 2005 initiatives by creating an action plan for systematically addressing the critical needs of collections, including short- and long-term priorities, goals, and objectives. In FY 2007, the Collections Care and Preservation Fund increase of \$1,500,000

will provide the means to achieve significant progress in ensuring the preservation of and access to the nation's cultural and scientific treasures.

- **Collections Information Systems Improvements**

To achieve the goals of Increased Public Engagement and Management Excellence, the Collections Information Systems Improvement funds will be applied to the most critical collections needs. The resources will enable the Smithsonian to conduct preservation assessments of specific collections, preserve collections and store them in better conditions for use, enhance the applications and data content of collections information systems, and provide collections data and images to the public via the Web. The FY 2007 budget request includes \$1,596,000 to support collections information systems improvements throughout the Institution.

RESEARCH EQUIPMENT POOL

In FY 2007, the requested budget increase of \$800,000 for the Research Equipment Pool directly supports the Institution's goal of Strengthened Research. The Smithsonian's ambitious Science Strategic Plan has identified regular maintenance and replacement of basic research instrumentation as a critical need. Unfortunately, the Institution is facing a crisis because of its inability to purchase new cutting-edge research instrumentation and to replace and maintain existing equipment. A proposed increase of \$800,000 for FY 2007 will help to rectify these problems and enable us to leverage external grants and funding, publish in high-quality scientific journals, and better serve the public by increasing the diffusion of scientific knowledge.

Research Equipment pool funds will be distributed according to merit-based criteria that include: development of new research capabilities; potential for leveraging external funds; contribution to the Smithsonian Science Strategic Plan; and management excellence and efficiency, including maintenance of research equipment that is cutting edge, expensive, and/or highly sensitive. The FY 2007 budget request for the Research Equipment Pool is \$2,458,000 which includes an increase of \$800,000 for such initiatives.

INFORMATION RESOURCES MANAGEMENT POOL

The IRM Pool was established as part of the Institution's restructuring plan in 1993. In FY 1998, Congress approved a \$960,000 increase to the IRM Pool specifically dedicated to collections information systems (CIS) needs. CIS funds have been disbursed annually to Smithsonian units on a

competitive basis to support the deployment of unit-specific collections information systems; data conversion; data content and application enhancements; and improved public delivery and access. Collections information systems serve as cornerstones for accountability, public education, and research.

Examples of past funded projects include:

- The migration of millions of records from obsolete legacy database systems to stable and supported collections information systems
- The digitization of more than one million collection images
- The enhancement of registration-level records with research findings, curatorial notes, and digital images
- The purchase and implementation of a single, commercial collections information system for the Smithsonian's six art museums as well as the National Postal Museum and the National Air and Space Museum
- The purchase and customization of a digital asset management system to be used by multiple Smithsonian units

The FY 2007 budget request for the IRM Pool is \$3,214,000 which includes \$438,000 returned to the IRM Pool from funds redirected from this pool in FY 2006 to purchase and implement the Enterprise Resource Planning (ERP) System Quick Hire module.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement – Latino Initiatives Pool

Expand a national outreach effort (\$1,152,000)

- Facilitate the infusion of material with relevant Latino themes and data into Smithsonian exhibits and programs to ensure the diversity is well represented in Smithsonian venues
- Identify existing Smithsonian collections, exhibitions, programs, projects, educational activities, and other Smithsonian initiatives of interest to the national Latino community, and support the acquisition of additional, relevant Latino-themed artifacts
- Develop internal and external partnerships to help bridge Smithsonian initiatives into the national Latino community, and connect the national Latino community with the Smithsonian
- Compile a base of Latino-specific data from Smithsonian sources to develop teaching aids, student lesson plans, timelines, and other educational materials. Continue to establish baseline data to determine if underserved audiences are reached in FY 2006 by Latino Pool-funded initiatives

Increased Public Engagement — Collections Initiatives

Improve the stewardship of the national collections (14 FTEs and \$4,091,000)

- Maintain state-of-the-art collections management systems
- Enhance conservation and preservation needed to ensure the longevity and accessibility of the national collections

Strengthened Research — Research Equipment Pool

Conduct focused scientific research programs that are recognized nationally and internationally (\$2,458,000)

- Improve the Institution's science capabilities and competitive standing within the scientific community by maintaining, upgrading, and/or acquiring new scientific instrumentation. Examples of enhancements needed to prevent Smithsonian science from lagging behind include:
 - An isotope-ratio mass spectrometer (IRMS) to develop the capability for conducting stable isotope analysis fundamental for many studies in physiology, ecology, hydrology, mineral sciences, biogeochemistry and Earth and atmospheric sciences that has become to ecology and Earth sciences what DNA sequencing is to molecular biology (\$900,000). Smithsonian science centers that would directly benefit include National Museum of Natural History (NMNH), National Zoological Park (NZIP), Smithsonian Environmental Research Center (SERC), and Smithsonian Tropical Research Institute (STRI)
 - DNA sequencers (\$200,000–\$350,000 per unit) and automated DNA extraction and liquid-handling devices to increase genomics capability, efficiency, and throughput. Smithsonian science centers that would benefit include NMNH, NZIP, and STRI
 - Scanning electron microscope (\$500,000) used for artifact identification and technical research. Replacement of Smithsonian Center for Material Research and Education's (SCMRE) 20-year-old unit will enhance maintenance and care of artifacts for all collections-based Smithsonian museums, research centers, and offices
 - Service maintenance contracts (total need exceeds \$500,000 per annum) that are indispensable to ensure that scientific instrumentation operates optimally through functional life expectancy. Mission-critical scientific instruments are at risk because funding for service contracts is unavailable. All Smithsonian science centers (NMNH, NZIP, SERC, STRI,

NASM, SCMRE and Smithsonian Astrophysical Observatory (SAO) have critical equipment maintenance/service needs.

Enhanced Management Excellence – IRM Pool

Modernize the Institution's information technology systems and infrastructure (\$3,214,000)

- Enhance Smithsonian collections information systems and make the data content available to the public through the Internet
- Fund e-Gov initiatives
- Support the Managed Information Technology Infrastructure initiative

FY 2007 REQUEST — EXPLANATION OF CHANGE

The FY 2007 budget estimate for Institution-Wide Programs includes an increase of \$4,334,000 and 14 FTEs. The increase will continue to fund improvements in collections care and support collections information needs throughout the Institution (\$3,096,000 and 14 FTEs). This amount includes \$800,000 for the Collections Care and Preservation Fund, \$700,000 and 7 FTEs for specific collections care needs identified by museums, \$462,000 for central CIS improvements and \$1,134,000 and 7 FTEs for museum CIS needs. In addition to the Collections Care Initiative increases, the estimate includes an increase for the Research Equipment Pool (\$800,000) to upgrade and/or replace core scientific equipment and provide for essential routine maintenance. The estimate also includes \$438,000 returned to the IRM Pool from funds redirected from this pool in FY 2006 to purchase and implement the Enterprise Resource Planning (ERP) System Quick Hire module through the Office of the Chief Information Officer (OCIO) within the Administration line item of this budget.

COLLECTIONS INITIATIVES (14 FTEs and \$3,096,000)

To achieve the goal of improving the condition of the national collections, the Smithsonian requests an increase of 14 FTEs and \$3,096,000 for collections care initiatives. The basis for this request is an urgent need for resources to support key infrastructure components of collections management. Collections will not receive appropriate care without increased support for conservation treatments, preservation assessments, and storage equipment. Many of the Smithsonian's collections are at risk as a result of substandard or insufficient storage, inadequate object housing, adverse environmental conditions, and declining resources for collections care. The collections care initiatives are funded in the following two main categories: **Collections Care and Preservation and Collections Information Systems (CIS) Improvement.**

Collections Care and Preservation (7 FTEs and \$1,500,000)

- **Collections Care and Preservation Fund (\$800,000)**

This increase is requested to improve collections care and mitigate collections deterioration throughout the Institution by:

- Providing funds for contract collections-level assessments and preservation surveys to establish priorities and strategic plans for the allocation of collections care resources
- Providing funds to continue purchasing compact storage for collections, replacing obsolete cabinetry currently damaging the collection
- Providing funds to purchase cold storage equipment for the preservation of photographic and frozen genetic materials
- Providing funds for contract conservators to continue essential stabilization and treatment of collections, including works on paper, oversized sculptures, still and moving images, and fluid-preserved collections

- **Unit Collections Care and Preservation (7 FTEs and \$700,000)**

This increase is requested to address high-priority, unit-specific collections care needs and reduce collections at risk due to declines in collections care personnel as follows:

- (+ \$100,000, + 1 FTE) Provides the NMAH with a collections conservator to support the collections maintenance component of the Museum's preservation program, ensuring that artifacts are stabilized, properly supported, and appropriately housed at the collections level in storage areas. For example, the Armed Forces History Uniform Collection requires specialized conservation treatment and storage fabrication as a result of the objects' physical and chemical complexities. Although this collection is frequently requested for exhibitions, loans, and research, the current condition of many uniforms necessitates restricted access and use.
- (+ \$100,000, + 1 FTE) Provides funds to the Center for Folklife and Cultural Heritage (CFCH) to hire an archives specialist to improve the cataloguing, preservation, storage, and accessibility of the Ralph Rinzler Folklife Archives and Collections, a world-renowned repository of documentary sound, photographic, and ethnographic collections. In FY 2007, priority will be given to making the CFCH holdings in African American aural history available to the widest possible audience. The Rinzler Archives include an unparalleled assembly of voices in music, oratory, poetry, and prose by historically renowned African American musicians, writers, and activists, including Langston Hughes,

Booker T. Washington, W.E.B. Du Bois, the Rev. Martin Luther King Jr., Lead Belly, Ella Fitzgerald, and Muddy Waters, among many others. This increase will support a systematic assessment of the collections that will identify processing, cataloguing, and preservation priorities, and result in a strategic plan for increasing accessibility to the collections.

- (+ \$300,000, + 3 FTEs) Provides funds to the NMNH to hire three museum specialists to address high-priority Museum-wide preservation needs, ensuring that most scientifically important collections are stabilized and properly prepared, stored, and exhibited. For example, the dinosaur collection of nearly 1,800 catalogued specimens and thousands more that are not yet prepared requires special handling, storage, and exhibition techniques because of their sheer size, weight, and fragility. Some of the most important dinosaur species known to science are exhibited and stored at NMNH. Many of the fossilized bones have been weakened by nearly a century of vibrations from millions of visitors and changes in temperature and humidity, making the bones very fragile. Without further preservation, the irreplaceable specimens may undergo a "second extinction."
- (+ \$100,000, + 1 FTE) Provides funds to the Hirshhorn Museum and Sculpture Garden to hire an art conservator specializing in the new field of electronic media. Since 2002, the Museum has acquired numerous technology-based works of art, a common element of the contemporary art landscape, which include installations made of banks of video monitors, black and white or color film, computer-generated projections, and sound recordings. This trend will accelerate in the future, especially with the installation of the *Moving Images* exhibition planned for 2007. There is a dire need to systematically address the preservation, documentation, and media obsolescence issues surrounding technology-based installation art. This conservator will also assist other Smithsonian units on how best to preserve their electronic-based collections.
- (+ \$100,000, + 1 FTE) Provides funds to the Cooper-Hewitt National Design Museum to hire a collections manager to address the preservation needs of the 30,000 artifacts in the Product Design and Decorative Arts Collection, an international collection of furniture, architectural elements, ceramics, glassware, metalwork, plastics, and jewelry from ancient times to the present. Because of the physical composition of this collection, many objects require stabilization, rehousing, and conservation treatment before they can be moved into renovated, climate-controlled storage to mitigate long-term deterioration. This increase will improve the access to

and use of these collections by students in the museum's decorative arts graduate program, and by scholars and staff when developing exhibitions and Web-based educational materials.

Collections Information Systems (CIS) Improvements (7 FTEs and \$1,596,000)

To achieve the goal of improving stewardship of the national collections, and modernizing the Institutions information technology systems and infrastructure the Smithsonian requests an increase of 7 FTEs and \$1,596,000 for CIS improvements. The basis for this request is an urgent need for resources to support key infrastructure components of collections information systems. Enhancements to existing systems will increase access to collections and their associated information.

- **CIS Improvements (\$462,000)**

This increase will enhance Smithsonian collections information systems. The increase will support the continued digitization of collections, and improve access to the collections, digital information for scientific inquiry and public use by:

- Providing funds for the deployment of new commercial application products to provide access to Smithsonian collections
- Providing funds for contractors to enhance online access to collections through cataloguing, photography, database administration, and technical services
- Providing funds for hardware and software to preserve Smithsonian digital assets, maintain systems operability, and improve public accessibility to electronic collections information

- **Unit CIS Improvements (7 FTEs and \$1,134,000)**

This increase will offset the base erosion of staff and decreased funding that have impaired the ability of specific units to maintain collections information systems, avoid collections cataloguing backlogs, and sustain data migration as follows:

- (+ \$341,000, + 4 FTEs) Provides the NMAH with funds to hire collections documentation specialists and a database administrator needed to sustain minimum effective operations of the Museum's collections information system (Multi-MIMSY), including integrating contextual information with object records, addressing data backlogs, and providing database administration support. Staffing of the Museum's collections documentation program has declined to such a level that the system's stability is at risk. Without this increase, the collections information system and collections documentation program will fail.

- (+ \$653,000, + 2 FTEs) Provides NMNH with funds to support the continued deployment of the Museum's Research and Collection Information System, including replacement of production hardware, purchase of additional software, increases to system hardware and software maintenance, and the hiring of two system developers. To achieve the long-term goal of digitizing the 50 million records that are necessary to adequately document NMNH's collections, the Museum requires additional hardware, software, digital storage, and staff. The Museum's collections records form the largest museum database in the world, with data that support national and international decision making on biodiversity conservation and management, as well as worldwide research that provides solutions to important societal issues such as global climate change, cultural conflict, and natural hazards.
- (+ \$140,000, + 1 FTE) Provides the OCIO with funds to hire a database administrator and cover an increase in licensing fees which are needed to sustain minimum effective operations of the Smithsonian Institution Research Information System (SIRIS), a shared, online software application that supports management and public access to Smithsonian library and archival holdings throughout the Institution. During the past five years, the SIRIS staff has experienced personnel reductions while SIRIS databases, membership, and concurrent users have tripled.

The Smithsonian collections study indicates that nearly 80 percent of collecting units have some collections that are deteriorating or in poor condition. The Smithsonian will not be able to conduct preservation assessments of specific collections, preserve collections and store them in better conditions for use, enhance the applications and data content of collections information systems, or provide collections data and images to the public via the Web. If the FY 2007 collections care initiative is not allowed, the Institution will not meet its collections stewardship responsibilities.

RESEARCH EQUIPMENT POOL (+ \$800,000)

- (+ \$500,000) The proposed increase will be used to purchase new cutting-edge research instrumentation, and replace aging and/or obsolete equipment e.g., spectrometers, DNA sequencers, microscopes, etc.). This critical support is needed to keep Smithsonian scientists from lagging behind their competitors, and for ensuring that

scientists can leverage SI resources for external grants and funding, publish in high-quality scientific journals, and better serve the public by increasing the diffusion of scientific knowledge.

- (+ \$300,000) This increase will fund vital equipment maintenance, as needed, on major analytical instrumentation with an initial purchase price of \$50,000 - \$500,000 in value. The proper maintenance of scientific instrumentation prolongs the useful lifespan of major equipment items, helps to maintain scientific productivity, and in the long run saves money.

If the FY 2007 request for the research equipment is not allowed, the Institution will lose scientific capacity as existing instrumentation becomes worn, obsolete or inoperative, and we will surrender our historical leadership in core scientific competencies, but especially in ecology, Earth sciences, physiology, genomics, and the restoration sciences. More importantly, inadequate or obsolete scientific instrumentation will hinder the Institution's ability to attract the "best and brightest" scientific talent, and in some cases may result in loss of leadership and prestige that will be reflected in fewer peer-reviewed scientific publications, reductions in external grants and contracts, and reduced staff productivity.

OFFICE OF EXHIBITS CENTRAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	38	2,598	2	232	0	0	0	0
FY 2006 ESTIMATE	38	2,589	2	250	0	0	0	0
FY 2007 ESTIMATE	38	2,681	2	250	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	34	2,228	34	2,301	0	73
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	361	4	380	0	19
Total	38	2,589	38	2,681	0	92

BACKGROUND AND CONTEXT

The mission of the Office of Exhibits Central (OEC) is to provide comprehensive exhibition services to the Smithsonian Institution and the larger museum community, so that they can provide compelling, high-quality, cost-effective exhibitions that connect the American people to their history and cultural and scientific heritages.

To achieve the goal of Increased Public Engagement, OEC will expand its project management capability to ensure a more coordinated, full-service, and cost-effective approach to exhibit production. Of equal importance will be the expansion of OEC's consultation and exhibition planning services to

improve the exhibition planning and development process throughout the Institution. In addition, OEC will increase the amount of unique work done in-house, outsource more production-oriented work, and broaden its collaborations with other Smithsonian units. OEC will also continue to emphasize its innovation and modernization initiative, with the expansion of services offered by state-of-the-art, computer-controlled technology in the production units. With the recent merger of OEC and the International Gallery Exhibition Services, OEC is dramatically expanding its influence, not only within the Smithsonian community but throughout the museum world, both nationally and internationally. To achieve the goal of Enhanced Management Excellence, OEC will ensure that its cost reimbursement process is fair, reasonable, and sound, and will measure progress based on feedback from customers.

The FY 2007 budget estimate includes an increase of \$92,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

As the Smithsonian's most comprehensive exhibition producer, OEC is dedicated to providing its Smithsonian clients with first-class exhibition design, editing, production, and installation services. Each year OEC designs and produces approximately 100 projects, large and small, for almost every office and museum in the Smithsonian. The Smithsonian Institution Traveling Exhibition Service (SITES) continues to be OEC's largest client. OEC has taken over the International Gallery Exhibition Services and is expanding its museum exhibition services to the museum community.

Most of OEC resources will be focused on accomplishing the goal of Increased Public Engagement by:

- Improving the quality of exhibition design, consultation, production, and gallery and installation services
- Increasing and maintaining staff knowledge and expertise in state-of-the-art technology, techniques, and advances in the exhibit field, and upgrading equipment to support emerging trends
- Improving the exhibit process

To accomplish these objectives, OEC will outsource more of the routine, repetitive non-exhibit work to private contractors, thus freeing up OEC staff with specialized experience to concentrate on exhibits that require unique skills. OEC will also build on well-established, collaborative relationships with other Smithsonian design and production units, and will expand its existing relationships and develop new ones with the many

private exhibition design and production companies available today. These efforts will be carried out through our Project Management Office. Additional results will be a more informed and expert staff (through increased funding for training), the purchase of state-of-the-art, computer-controlled graphic production equipment, and an improved object preparation and storage capability.

OEC has the following two objectives that support the institutional goal of Enhanced Management Excellence, which involve:

- Providing leadership, technical advice, and guidance to staff and the museum community
- Improving administrative management functions in human resources, budget execution and fiscal data management, and procurement

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (34 FTEs and \$2,301,000)

- Expand OEC Computer Numeric Controlled (CNC) router services by 5 percent over FY 2004 levels, through innovation and modernization initiative
- Expand exhibition services offered through the Office of Special Exhibition Services by 5 percent over FY 2004 levels
- Maintain OEC consultation and exhibition planning services at the Smithsonian Institution at the FY 2006 level
- Maintain at the FY 2006 level the project management capability and resources to sustain the impact of OEC's services to the Smithsonian Institution

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$380,000)

- Highlight the strategic plan, annual performance plan, mission, and vision of OEC and the Smithsonian at monthly staff meetings and weekly unit meetings so that OEC staff members are more aware of senior management goals for the Institution
- Support the diversity goals of the Institution by aiming to maintain diversity workforce initiatives, including maintenance of internships at FY 2006 levels, so as to continue providing excellent services to the Smithsonian Institution

MAJOR SCIENTIFIC INSTRUMENTATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	0	3,944	0	0	0	0	0	0
FY 2006 ESTIMATE	0	3,925	0	0	0	0	0	0
FY 2007 ESTIMATE	0	4,925	0	0	0	0	0	0

STRATEGIC GOAL: STRENGTHENED RESEARCH

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	0	3,925	0	4,925	0	1,000
Total	0	3,925	0	4,925	0	1,000

BACKGROUND AND CONTEXT

Smithsonian science is engaged in research and discovery focused on the origin and evolution of the universe, the formation and evolution of Earth and similar planets, the discovery and understanding of biological diversity, and the study of human diversity and cultural change.

To achieve the goal of Strengthened Research, the Smithsonian uses its multi-year funding from the Major Scientific Instrumentation (MSI) line item to develop large-scale instrumentation projects that enable scientists working at the Smithsonian Astrophysical Observatory (SAO) to remain at the forefront of astronomy and astrophysics. Our criteria for selecting and proposing these projects are: 1) the instrumentation will enable compelling scientific advances that would not otherwise occur (either at SAO or *anywhere else in the world*) for some time to come; 2) the instrumentation is extremely novel and technically advanced, and *would not be developed* without SAO's contribution; and 3) the science enabled by the innovative instruments is consistent with the Smithsonian Institution's strategic plan

"Science Matters: Priorities and Strategies." The fundamental role for federal appropriations is to support the basic scientific infrastructure that enables us to conduct research, compete for external grants and funding, publish in peer-reviewed journals, and inform the public about the latest scientific discoveries in an exciting and compelling manner. Because of the magnitude of the costs and the time required to fabricate major new instruments and reconfigure existing ones, the Institution requests that funds for these projects be kept available until they are spent.

Two SAO projects are currently funded: an array of submillimeter telescopes (Submillimeter Array, SMA) on Mauna Kea, Hawaii, and instrumentation for the converted Multiple Mirror Telescope (MMT) at SAO's Fred L. Whipple Observatory on Mt. Hopkins, Arizona. Beginning in FY 2007, MSI funding is also requested to support work on the design and fabrication of the Giant Magellan Telescope (GMT) in northern Chile.

For FY 2007, the budget estimate includes a programmatic increase of \$1,000,000 for the first installment of funding for the GMT project.

MEANS AND STRATEGY

Submillimeter Telescope Array

The SMA, a collaborative project of SAO and the Academia Sinica Institute of Astronomy and Astrophysics in Taiwan, is made up of eight 20-foot-diameter antennas located on the summit of Mauna Kea, Hawaii, which function as one giant telescope.

The SMA is now the most capable submillimeter observatory in the world. It can operate in three frequency bands, observing simultaneously in two of them. A spectacular success was achieved in February 2005 with a major campaign at 690 GHz. This very high frequency enables observations that have only been dreamed of before, and makes clear the leadership position of the SMA. A Science Working Group has been developing a strategy to optimize the science return from the SMA. The preliminary recommendations of this group were presented to the SMA Advisory Committee on April 11–12, 2005. The advisory committee was very impressed with the achievements of the SMA projects, and endorsed a preliminary decision to mount a major observing campaign to study the region surrounding the super-massive black hole at the center of the Milky Way.

FY 2007 funding will be used for two complementary purposes. First, SAO will implement a phase-monitoring system, which will greatly expand upon the successes of previous high-frequency observations. Second, an

entirely new, very powerful set of receivers for use in the range of 340–420 GHz will be completed and installed.

Converted MMT

The original MMT, a joint project of SAO and the University of Arizona, dedicated in 1979, was made up of six identical 1.8-meter telescopes in a single altitude-azimuth (naval-gun type) mount. The original multiple-mirror design provided a state-of-the-art solution to the technological limitation in casting large mirrors at that time. Following advances in mirror-casting technology developed by the University of Arizona, SAO replaced the six smaller mirrors of the original MMT with a single mirror 6.5 meters in diameter in the 1990s, thus more than doubling the light-gathering capability of the telescope and increasing its field of view some 400 times.

The converted MMT is an extremely powerful instrument. SAO's technical investments are producing outstanding scientific results. MMT observers have responded to the scientific opportunities these instruments provide by preparing many exciting observation proposals. The early science returns are spectacular.

The final instrument needed for the MMT is Binospec (an imaging spectrograph with dual 8'x15' fields of view, and a very compact layout for excellent stability). Binospec will enable the study of large numbers of very faint objects. SAO scientists will use it to study the origin and evolution of galaxies in the universe. During FY 2006, SAO will finish Binospec's detailed design and prepare fabrication drawings for all components requiring long lead times to construct.

With FY 2007 funding, SAO plans to complete drawings for the remaining components and place orders for the main Binospec structure, the lens mounts for Binospec's optics, its mechanisms (e.g., slit-mask, filter, and grating exchangers, and a flexure compensation system), control electronics, wiring harnesses and cables, gratings, dewars, and charge coupled devices. As parts arrive, SAO must immediately begin assembly and test of major components.

Giant Magellan Telescope

The GMT, planned to be a large, next-generation, optical-infrared telescope, will be constructed at the Las Campanas Observatory in northern Chile by a consortium of eight universities and observatories, including SAO. The GMT will be made up of seven 8.4-meter primary mirrors, six of which will be off-axis and arranged in a floral pattern to produce a telescope with an effective aperture of 25.4 meters (83 feet). The GMT's innovative design

and huge size will enable it to probe the secrets of planets that have formed around other stars in the Milky Way, explore the formation of black holes, peer back in time toward the Big Bang with unprecedented clarity, and delve into the nature of dark matter and dark energy. It will be capable of gathering five times more light than the world's largest existing telescope, and of producing images many times sharper than presently possible.

In addition to SAO, the consortium developing this new telescope includes the Carnegie Observatories, Harvard University, University of Arizona, University of Michigan, Massachusetts Institute of Technology, University of Texas at Austin, and Texas A&M University. The total capital cost of the GMT (estimated to be approximately \$532 million) will be shared among the members of the consortium; it is currently projected that construction will take a decade. Over a multi-year period, SAO wishes to contribute a cumulative total of \$50 million in funding from the MSI line item toward the design and development of the GMT. The partners (SI, Carnegie Institution, Harvard University, University of Michigan, University of Texas, and Texas A&M) will raise the balance of the funds needed from private sources and from the National Science Foundation.

In FY 2007, the GMT project will be in the second year of its detailed engineering phase. Of the \$1.3 million in MSI funding requested for GMT for FY 2007, \$300,000 comes from the base and \$1,000,000 is an increase above the FY 2006 MSI funding level. These funds will be used for detailed design work. In future years, SAO intends to request additional funding under the MSI line item to support its share of costs as a member of the GMT consortium.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (\$4,925,000)

- The capabilities of SAO's SMA will be greatly expanded by the development and implementation of the atmospheric phase-monitoring system and the new receivers. This will enable the eight separate antennas to be operated jointly when they are located at their greatest separations (up to half a kilometer) and at their highest operating frequencies. The SMA will have the optic resolution of a telescope half a kilometer in size, an unprecedented experience at short wavelengths. SAO scientists will make previously impossible observations of the black hole at the center

of the Milky Way, and of other solar systems in which planets are now forming

- The spectacular new MMT Binospec instrument will be substantially completed in FY 2007. Binospec will enable SAO scientists to conduct very efficient spectroscopic studies of very faint objects. SAO will use this instrument to study the processes of galaxy formation, and to characterize the pervasive dark energy in the cosmos.
- The future of ground-based astronomy will depend on the next generation of very large telescopes that can extend our reach and our resolution. The consortium proposing to build the GMT has the best record of building large telescopes in a cost-effective manner. The FY 2007 request will enable SAO to make a significant start on the engineering design and, concurrently, the development of the extremely large primary mirror. The GMT will enable SAO to study phenomena ranging from the properties of planets around other stars to the nature of the cosmic dark energy.

FY 2007 REQUEST—EXPLANATION OF CHANGE

The FY 2007 budget estimate includes a programmatic increase of \$1,000,000 for the MSI line item, as follows:

- (+ \$1,000,000) This increase is requested to enable SAO to take a leadership position in the design and development of the GMT (as described in the “Means and Strategy” section above). This will become the most powerful telescope in the world when it is completed. It is essential that design work start in a timely manner to ensure that SAO expertise is used for this purpose.

The GMT is essential to SAO’s future in observational, optical-infrared astrophysics, and to the Smithsonian Institution’s goal of pursuing scientific excellence in the study of the origin and nature of the universe. The Smithsonian Institution’s Science Commission identified two broad research themes that are the focus of the GMT: the origin and nature of the universe and the formation and evolution of the Earth and similar planets. A GMT-class telescope is the top priority for new ground-based facilities in the most recent decadal study of astronomy and astrophysics conducted by the National Academy of Sciences.

If the FY 2007 request is not allowed, SAO will not be able to remain at the cutting edge in new telescope development. This will, in turn, lead to an erosion of the quality of the scientific staff, as the young researchers in the field migrate to those institutions which do develop daring new capabilities.

MUSEUM SUPPORT CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	23	1,640	0	0	0	0	0	0
FY 2006 ESTIMATE	25	1,704	0	0	0	0	0	0
FY 2007 ESTIMATE	25	1,734	0	0	0	0	0	0

STRATEGIC GOAL: INCREASED PUBLIC ENGAGEMENT

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Collections</i>						
Improve the stewardship of the national collections	25	1,704	25	1,734	0	30
Total	25	1,704	25	1,734	0	30

BACKGROUND AND CONTEXT

The Museum Support Center (MSC) is the principal off-site conservation and collections storage facility for the National Museum of Natural History's irreplaceable national collections. In addition, the MSC houses important collections from other Smithsonian museums, such as the National Museum of American History. Located in Suitland, Maryland, this facility houses more than 31 million objects. MSC accommodates collections storage for three general types of media: collections storage in cabinets, open shelving for biological specimens preserved in alcohol, and high bay storage for very large objects such as totem poles, boats, meteorites, and big mounted mammals.

The facility also houses laboratories for molecular systematics, conservation, and other specialized research. The MSC staff provides collections management services, including preservation and logistics, safety and pest control, and administrative, shipping, and receiving services. The

staff also oversees security operations required for the proper storage of museum collections, and provides computer support services for administrative, research, and collections management data needs.

The FY 2007 budget estimate includes an increase of \$30,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To support the goal of Increased Public Engagement, funding will be used to provide more accessibility to visiting researchers, students, museum professionals and designers, and others, by upgrading facilities. Upgrades to electronic communications capabilities will increase access to collections by conservators and researchers. Enhanced preservation equipment and programs will increase the long-term use of the collections. Further, in FY 2007, funds will be used to prepare collections stored in alcohol and other fluids for relocation from the Natural History Building (NHB) on the Mall to MSC to safely store the Museum's valuable biological collections. Currently, these collections are currently housed in non-code compliant facilities.

STRATEGIC GOAL AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Improve the stewardship of the national collections for present and future generations (25 FTEs and \$1,734,000)

- Prepare for relocation of the vertebrate, invertebrate, and botanical collections stored in alcohol and other fluids from the NHB to the MSC. These collections total 11,175,000 specimens
- Ensure the safety of staff and collections by reducing the number of findings noted in the annual Management Evaluation and Technical Reviews, and ensure that safety programs are in place
- Continue to provide improved collections care: cleaning, storage (such as object supports and archival storage containers), and pest control practices
- Enhance facility systems for monitoring the environment
- Enhance support services to accommodate increase in staff activity and collections in preparation for relocation of collections to Pod 5
- Begin move of offices, laboratories, libraries, and archives in preparation for the opening of Pod 5. Install phones and Internet connections
- Complete move of marine mammals from the NHB to Garber Facility Building 25

SMITHSONIAN INSTITUTION ARCHIVES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	20	1,656	3	200	3	232	0	0
FY 2006 ESTIMATE	20	1,739	3	223	3	212	0	0
FY 2007 ESTIMATE	20	1,789	3	223	2	112	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	231	3	238	0	7
<i>Collections</i>						
Improve the stewardship of the national collections	10	855	10	879	0	24
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	362	4	372	0	10
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	291	3	300	0	9
Total	20	1,739	20	1,789	0	50

BACKGROUND AND CONTEXT

The Smithsonian Institution Archives (SIA) is the institutional memory of a unique American cultural resource and steward of the national collections. SIA serves the Smithsonian community, scholars, and the public by evaluating, acquiring, and preserving the records of the Institution and related documentary materials. In addition, it establishes policies and provides guidance for managing the national collections, offers a range of

reference, research, and records services, and creates products that promote understanding of the Smithsonian and its history.

For FY 2007, the estimate includes an increase of \$50,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2007, SIA anticipates consolidating its position in the new Capital Gallery facility. Out of necessity, much of the staff's time and attention will go to arranging and organizing the thousands of cubic feet of archival material relocated from the Arts and Industries Building in 2006.

SIA will focus on capturing, preserving, and providing research materials on Smithsonian history. Specifically, SIA will continue to support the needs of thousands of researchers seeking information from the Archives; provide online access to ever more information from or about the holdings; collaborate fully with units serving broad external audiences (such as The Smithsonian Associates, the Smithsonian Center for Education and Museum Studies, and the Affiliations Program); set collections management standards; and assist staff with the proper disposition of their files.

In association with the last function, SIA will use grant funds to test and develop a full electronic records program that has model implications for the acquisition, preservation, and long-term accessibility of Smithsonian records in electronic formats. SIA will develop new electronic records retention requirements for valuable electronic records.

Finally, SIA will continue to evaluate and acquire enhanced storage facilities to preserve archival collections. Options to be evaluated include off-site, climate-controlled storage for material not referenced on a regular basis.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (3 FTEs and \$238,000)

- Conduct a minimum of three public presentations on SI history, drawn from the Archives' collections, to reveal to nonscholarly audiences the wealth of information in Smithsonian Archives
- Support the Smithsonian Center for Education and Museum Studies by providing at least one instructor to present two workshops for K-12 teachers and non-Smithsonian museum professionals
- Support the Affiliations Program and The Smithsonian Associates by giving at least five public lectures on Smithsonian history

- Respond, in accordance with service standards, to a minimum of 3,000 requests for information from the Archives collections
- Improve the stewardship of the national collections (10 FTEs and \$879,000)***
- Manage risk, ensure accountability, maximize space, and appraise historically valuable records by creating records schedules for the Smithsonian American Art Museum, Office of Contracting, and Office of Exhibits Central
 - Provide greater public access to information about SIA's holdings by adding or refreshing collections information on the SIA website and continuing to add 200 new records to the Smithsonian Institution Research Information System (SIRIS)
 - Create or add substantive information to 250 records in the *History of the Smithsonian* catalog in SIRIS
 - Issue reports on the national collections, including *Collection Statistics* and the collections disclosure report
 - Protect and preserve the Smithsonian's documentary heritage by rehousing a minimum of 500 cubic feet of materials
 - Refine methods and processes for preserving historically valuable electronic records (such as email and websites), thereby ensuring future access to the Archives
 - Refine the Institution-wide information system for gathering collections management data, thereby improving the quality and timeliness of collections-related information
 - Develop plans for consolidating archival storage space to reduce unit costs and improve the storage environment

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (4 FTEs and \$372,000)

- Publish Volume 11 of the *Papers of Joseph Henry*, the last in the series of compiled writings of the first Secretary of the Smithsonian
- Develop an online "Using Archives" tutorial for use by remote and on-site researchers

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (3 FTEs and \$300,000)

- Assist a minimum of five Smithsonian units with revisions to their Collections Management Policy
- Establish Institution-wide performance metrics for collections management
- Issue reports and provide data to Smithsonian senior management to assist in strategic planning for collections

SMITHSONIAN INSTITUTION LIBRARIES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	103	8,611	11	984	1	2,035	0	12
FY 2006 ESTIMATE	103	9,098	11	982	1	573	0	0
FY 2007 ESTIMATE	103	9,621	11	982	1	553	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	0	135	0	83	0	-52
Provide reference services and information	22	1,981	22	1,813	0	-168
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	149	1	54	0	-95
<i>Collections</i>						
Improve the stewardship of the national collections	55	4,936	55	5,371	0	435
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	3	1,153	3	225	0	-928
Ensure advancement of knowledge in the humanities	2	0	2	196	0	196
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	113	0	31	0	-82
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	18	477	18	1,708	0	1,231
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	95	1	89	0	-6
Modernize the Institution's financial management and accounting operations	1	59	1	51	0	-8
Total	103	9,098	103	9,621	0	523

BACKGROUND AND CONTEXT

The Smithsonian Institution Libraries (SIL) supports the research, curatorial, and exhibition activities of the Smithsonian by providing and organizing pertinent information sources. To that end, SIL acquires, organizes, and delivers scholarly, scientific, and educational resources and information in all forms, including electronic. SIL answers inquiries from the Government, universities, researchers, and the public. SIL also shares its collections and services through the Internet.

For FY 2007, the estimate includes an increase of \$223,000 for necessary pay for existing staff funded under this line item and a \$300,000 program increase to maintain the current subscriptions to print periodicals.

MEANS AND STRATEGY

In FY 2007, SIL will refine collections to better integrate electronic journals and databases and make their contents available throughout the Smithsonian. SIL will continue to borrow crucial books and articles through its interlibrary loan program to supplement in-house materials. SIL will also work to deliver more information through the Web directly to researchers.

In addition, SIL will enhance its collections information system by adding records for newly acquired titles to the Smithsonian Institution Research and Information System (SIRIS). SIL will continue a vigilant program of collection management through the disciplined acquisition of the most significant items and collections documenting our cultural and scientific heritage. Collection management includes ongoing conservation efforts and the environmental control of storage areas.

In FY 2007, SIL will share richly illustrated books with the public through an exhibition, *Picturing Words: The Power of Book Illustration*, which opened in December 2005 at the National Museum of American History (NMAH). The SIL Baird and Dibner Scholarship programs will build collaborative partnerships with scholarly programs throughout the Institution and elsewhere.

SIL will increase public access to electronic content, including digitized trade literature, online exhibitions, and scientific research materials in biodiversity through its website, *Galaxy of Knowledge*. Web pages such as "Tools for the Researcher" will be redesigned for easier content access. SIL will continue building an extensive online index for the Art and Artists collection held in its five art libraries. SIL will also expand its Web offerings related to American scientific expeditions.

In FY 2007, SIL will make it a priority to expand information resources in science, in accordance with the Institution's goal of strengthened research. SIL will continue to support scientific research by providing state-of-the-art reference services, administering the Scientific Translations Publications Program, acquiring new electronic resources, organizing Web resources in the sciences, and training researchers to use electronic resources effectively. Also in FY 2007, SIL will take initial steps to create a Smithsonian Digital Repository to safeguard the Smithsonian's digital assets for future use.

SIL will expand its offering of digital research products to give scholars the documentation they need for their research, and will publicize under-used resources for scientific study. Areas to be covered include scientific explorations, taxonomic indices, and historical plant literature. In addition, SIL is pursuing joint digital library projects with major American and British natural history museums and herbaria libraries.

SIL provides centralized administrative support so that each of its museum libraries can focus on serving a special clientele. In FY 2007, SIL staff will pursue enhanced management excellence by diversifying the library workforce, expanding digital production, completing the inventory of the NMAH trade literature collection, and continuing to measure SIL unit costs and productivity against benchmarks.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (\$83,000)

- Broaden the audience for SIL programs through collaborations with at least two new affiliates (in keeping with the strategic plan)
- Increase SIL website usage by 10 percent above the FY 2006 level, and increase the length of user sessions
- Enhance the SIL website by producing 10 online projects (including virtual exhibitions, programs, and educational resources), and adding 4,000 images to the website

Provide reference services and information to the public (22 FTEs and \$1,813,000)

- Develop new methods for providing library services to patrons displaced by the closing of the Arts and Industries Building
- Begin planning to provide 24/7 online reference services
- Hold public lectures and publish the annual Dibner lecture to present research based on SIL collections to a broad audience

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (1 FTE and \$54,000)

- Raise SIL's impact on audiences by producing one new exhibition, with a follow-up survey on visitor learning experience.
- Facilitate the sharing of SIL resources throughout the nation by promoting new affiliations and participating in traveling exhibitions

Improve the stewardship of the national collections for present and future generations (55 FTEs and \$5,371,000)

- Complete cataloging of the Russell E. Train Africana Collection
- Maintain state-of-the-art processes for physical storage, conservation, and preservation to ensure the longevity of SIL collections
- Continue disciplined acquisition of the most significant items and collections that document our cultural and scientific heritage
- Identify replacement space for Library Annex collections
- Increase access to collections information through the Web

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (3 FTEs and \$225,000)

- Support scientific research by Smithsonian scholars and others by expanding the SIL website on major American scientific expeditions and expanding the content of the Scientific Digital Repository by 10 percent each, and by producing five digital editions of published taxonomic works

Ensure the advancement of knowledge in the humanities through original research (2 FTEs and \$196,000)

- Support historical research by Smithsonian scholars and others by providing public access through the Web to the Inventory of American Commercial Literature
- Expand information on contemporary artists by enhancing SIL's Art and Artists website

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (\$31,000)

- Improve the integrated library system by providing new functionalities, such as the indexing of Chinese, Japanese, and Korean language records

Strengthen an institutional culture that is customer centered and results oriented (18 FTEs and \$1,708,000)

- Improve interlibrary loan services by implementing an option for direct online patron requests for materials and acting on

recommendations from the market review of interlibrary loan systems

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$89,000)

- Participate in at least one minority job fair to increase the pool of vacancy applications from qualified African American and Latino candidates

Modernize the Institution's financial management and accounting operations (1 FTE and \$51,000)

- Implement automated monograph requesting, ordering, invoicing, and claiming in SIRIS by using Electronic Data Interface protocols
- Implement automated serials renewals, invoices, and claims
- Conduct a market survey, and document requirements for SIRIS replacement

FY 2007 REQUEST— EXPLANATION OF CHANGE

The FY 2007 budget estimate includes an increase of \$223,000 for necessary pay for existing staff funded under this line item and a program increase of \$300,000 to maintain the current subscriptions to core journals and to continue improving the use of electronic databases.

- (+ \$300,000) — to cover the extraordinary inflationary increase in printed journals that will enable the Institution to maintain the most critical holdings that supports the vital research of the Smithsonian. Statistics gathered through the Library Journal Periodical Price Survey show that between the years 2002–2004 the percentage change of average cost per title ranged from 8 percent to 19 percent. Most universities and research institutions in the United States are facing the same difficulty. A recent front page article in the *Wall Street Journal* highlighted the extraordinary rise in what academic libraries must pay for scholarly publications with median expenditures for journal subscriptions rising from one million dollars in 1986 to over five million dollars in 2003.

Continued, disciplined acquisition of collection materials that document the nation's heritage and support research is vital to Smithsonian researchers' success in presenting exhibitions, publications, and education programs and improving the stewardship of the national collections for present and future generations. The requested resources will enable SIL to maintain its current subscriptions to print periodicals and to continue improving electronic database acquisitions. Electronic versions of journals provide information to researchers no matter where they are located and may avoid costly duplication of subscriptions.

In the 2004 survey of library service quality, respondents reaffirmed that SIL staff are of primary importance to their work. However, they reported dismay at the lack of current books and journals in the Smithsonian Libraries' collections, which can't be quickly located when deadlines approach. Library collections that are neither current nor comprehensive adversely affect the Institution's ability to produce top-notch research.

If the FY 2007 request is not allowed, SIL will be forced to cut the number of current subscriptions it acquires by 30 percent in the next two years, forcing drastic changes in the way SIL provides information, reducing the availability of mission-critical journals and electronic databases, and irreparably damaging the quality of Smithsonian research.

ADMINISTRATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	335	63,903	184	24,802	3	2,126	0	0
FY 2006 ESTIMATE	346	65,850	196	27,604	1	1,102	0	2
FY 2007 ESTIMATE	351	68,443	196	27,456	1	862	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	11	838	6	556	-5	-282
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	8	933	8	954	0	21
<i>Collections</i>						
Improve the stewardship of the national collections	3	332	4	378	1	46
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	6	644	6	662	0	18
Ensure the advancement of knowledge in the humanities	1	81	0	0	-1	-81
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	45	0	45	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	95	35,751	95	37,499	0	1,748
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	34	4,014	40	4,612	6	598

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	79	10,766	79	10,627	0	-139
Modernize the Institution's financial management and accounting operations	63	8,443	65	8,749	2	306
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	6	576	6	585	0	9
Modernize and streamline the Institution's acquisitions management operations	40	3,427	42	3,776	2	349
Total	346	65,850	351	68,443	5	2,593

BACKGROUND AND CONTEXT

The Smithsonian Institution Administration program provides vision, leadership, policy, and oversight associated with managing and operating the museums and research centers. Administration includes executive leadership provided by the Office of the Secretary, the Deputy Secretary and Chief Operating Officer, the Under Secretaries for Science and Art, as well as the central administration activities of human resources, diversity, government relations, financial management, information management, contract management, and legal services.

For FY 2007, the estimate reflects an increase of 5 FTEs and \$2,593,000, including \$884,000 for necessary pay for existing staff funded under this line item, \$20,000 for audit fees, and \$52,000 for the General Services Administration (GSA) disposal/recycle program. Also, includes a decrease required to fund Workers' Compensation in FY 2007 (-\$357,000). These amounts are justified in the Mandatory Costs section of this budget. Also included are programmatic increases of 5 FTEs and \$1,994,000.

MEANS AND STRATEGY

The Institution will use appropriate management strategies to enhance the "increase and diffusion of knowledge" and achieve the Institution's goals. The following strategies are cross-cutting and central to performing the Smithsonian's mission of connecting Americans to their history and heritage, as well as to promoting innovation, research, and discovery in science:

- Provide high-quality leadership and oversight for all policies, programs, and activities of the Institution's museums and research centers by attracting, recruiting, and retaining leaders with superior talent

- Manage human resources, foster diversity, and align human capital with the Institution's goals and performance objectives. Ensure that the right people are in the right jobs by implementing the recommendations of the Smithsonian's comprehensive workforce analysis study. Continue to conduct workforce and gap analyses, strengthen training policies and programs, develop succession planning, and evaluate and improve assessment tools for human resources performance
- Use state-of-the-art, secure information systems to modernize financial, human resources, and facilities management processes by continuing to implement and enhance modules of a commercial Enterprise Resource Planning (ERP) system
- Continue replacing desktop workstations and printers on a four-year cycle; continue replacing the Institution's email and file and print services, begin replacing scientific workstations; maintain the Institution's Web infrastructure; and maintain and enhance collections information systems
- Maintain the Institution's telecommunications infrastructure to provide reliable, cost-effective voice and data communications systems that support Smithsonian missions
- Meet federal requirements for timely and accurate financial information and improve the Institution's ability to integrate financial and performance management systems as part of the ERP effort
- Further the Institution's mission in the most economic, efficient, and effective way by supporting audit, evaluation, investigative, contracting, and other advisory services
- Implement the new strategic plan for Smithsonian Arts as well as recommendations made by a commission of experts who conducted the first outside evaluation of cultural and artistic resources at the Smithsonian

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement: Diffusion of Knowledge

Engage and inspire diverse audiences (6 FTEs and \$556,000)

- Work with Smithsonian units and museum directors to offer compelling, first-class exhibitions and other public programs highlighting Latino collections and contributions throughout the Institution
- Maintain dialogue with Smithsonian units and museum directors to develop and expand a national outreach effort to share the Smithsonian's resources with larger, more diverse audiences throughout America, particularly in the Latino community

- Bring first-class educational resources to the nation via continued development of virtual gallery exhibitions and other Latino-themed education materials distributed through Web technology
- Strengthen capacity in science research by supporting the study of human diversity and cultural change
- Support collections-based studies that enhance existing databases, create new ones, and increase the potential of the collections for future scientific inquiry and public use — particularly in the area of Latino contributions
- Improve the outreach database and associated reporting structures so that they enable all outreach units in the Institution to provide input and output
- Provide access to the American public through free distribution of images via the Web, sale of images to publishers, and support of traveling exhibitions

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (8 FTEs and \$954,000)

- Increase collaboration and cooperation within the Institution and with external organizations to improve exhibition planning activities
- Assist the Under Secretary for Art with surveys of museum visitors and help develop marketing goals, strategies, and specific activities aimed at increasing visitorship
- Produce photographic images for exhibit catalogues, brochures, posters, websites, advertising, and use in the exhibits

Improve the stewardship of the national collections for present and future generations (4 FTEs and \$378,000)

- Maintain the collections of more than four million historical images and the support of all Smithsonian collections managers in the documentation of their collections for preservation and research purposes

Strengthened Research: Increase of Knowledge

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (6 FTEs and \$662,000)

- Continue to monitor implementation of Science Strategic Plan and focal areas of the Science Themes
- Increase cross-cutting collaboration in support of Science Themes and focal areas such as planets, biodiversity, and human diversity
- Increase significantly the number of peer-reviewed papers in Science Themes
- Reinstate colloquia and symposia in support of the Science Themes and focal areas

- Increase significantly the number of proposals eligible for external, competitive funding

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (\$45,000)

- Ensure that Capital Revitalization projects are on track and meet deadlines

Modernize the Institution's information technology (IT) systems and infrastructure (95 FTEs and \$37,499,000)

- Maintain the Smithsonian's voice and data network and IT infrastructure
- Continue the implementation and support of the ERP system, including an upgrade to the latest PeopleSoft release, completion of the accounts receivable and billing modules, and the time and labor module
- Replace the outdated email, file, and print servers
- Replace 25 percent of the Institution's desktop personal computers
- Replace 25 percent of the Institution's scientific workstations

Strengthen an institutional culture that is customer centered and results oriented (40 FTEs and \$4,612,000)

- Guide the Smithsonian with modern business management techniques, provide quality legal counsel, and create a world-class management structure and team
- Provide financial leadership and guidance that reflects best business practices, exploits modern technology, and is responsive to unit needs
- Incorporate results-based assessments into the Institution's strategic and financial decision-making processes
- Improve responsiveness to Institution units, including responding to training needs
- Strengthen management services in support of the Institution's mission, including initiatives in the President's Management Agenda
- Improve the quality of the Smithsonian experience for audiences by identifying, for possible adoption, 10 best museum and/or research practices
- Establish, meet, and improve upon standard tasks and time frames for major construction and exhibition design and fabrication of projects, consistent with best business practices
- Implement the new strategic plan for Smithsonian Arts as well as recommendations made by a commission of experts who conducted the first outside evaluation of cultural and artistic resources at the Smithsonian

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (79 FTEs and \$10,627,000)

- Build a cooperative environment among all Smithsonian staff by increasing communication and emphasizing each person's contribution to the Institution's special mission
- Provide quality human resources services to a dynamic, widely diverse population, using modern techniques and best practices
- Continue the work of implementing and evaluating the Institution-wide Human Capital Workforce Restructuring Plan to streamline and leverage the Institution's workforce
- Promote training and informational programs that support diversity as an integral part of the work culture
- Continue reshaping the Smithsonian workforce so that its diversity mirrors the applicable civilian labor force
- Meet procurement goals negotiated with the Small Business Administration regarding the use of small, minority, and women-owned businesses

Modernize the Institution's financial management and accounting operations (65 FTEs and \$8,749,000)

- Support implementation of the ERP financial modules by identifying requirements and documenting re-engineered business practices
- Audit and review financial management systems and functions to ensure the adequacy of controls and identify weaknesses
- Conduct accounting functions for units and continue compliance reviews and audits
- Present and justify annual federal budget submission to Office of Management and Budget (OMB) and Congress

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (6 FTEs and \$585,000)

- Increase contacts initiated by the Institution by 10 percent

Modernize and streamline the Institution's acquisitions management operations (42 FTEs and \$3,776,000)

- Perform all contract management activities that support major capital facilities projects and exhibitions, including precontract, contract negotiation, and postcontract award activities, and warranty and contract close-outs
- Improve responsiveness to the training needs of customers

FY 2007 REQUEST — EXPLANATION OF CHANGE

For FY 2007, the Smithsonian is requesting program increases of 5 FTEs and \$1,994,000 for the Enterprise Resource Planning (ERP) system, to support the required financial statement audits, to improve accounting

performances, and fund Institution-wide contract and procurement programs, as well as to replace scientific workstations, and replace outdated email and servers. These changes are described in greater detail below.

- (+ \$1,363,000) Supports the implementation of all PeopleSoft modules with revised schedules, a non-PeopleSoft time and labor module, the upgrade of the ERP financials system, and completion of the accounts receivable and billing modules.
- (+ \$137,000, + 1 FTE) This increase is requested to enable the Office of the Inspector General (OIG) to hire and support an additional auditor to comply with both federal law and OMB policy which requires that the IG supervise annual financial statement audits.
- (+ \$161,000, + 2 FTEs) This increase is requested to hire two Staff Accountants to evaluate financial data, reconcile account data, and perform critical financial analyses to generate more timely and accurate financial information.
- (+ \$232,000, + 2 FTEs) This increase is requested to hire two contract specialists to more adequately meet contract administration workload (i.e., contract claims, litigations, and evaluating contractors' performance) that is growing in size, complexity, and risk.
- (+ \$279,000) Begins replacement of scientific workstations on a four-year life cycle. With this implementation, the Smithsonian scientists will no longer have to rely on outdated, technologically obsolete workstations that cannot be maintained. Many external grant agencies require the proposing institution to provide the necessary equipment to conduct scientific research. By replacing the obsolete workstations, the competitiveness of Smithsonian proposals will be enhanced.
- (+ \$260,000) Replaces the email, file, and print servers that were installed in FY 2002 and FY 2003 as part of the consolidated project. Industry best practice is to replace Intel servers on a three-year replacement cycle. In FY 2007, the email, file and print servers will be four to five years old.
- (-\$438,000) Return of \$438,000 from Office of Chief Information Office to the Institution-Wide Information Resource Management Pool.

If the FY 2007 request is not allowed, the Institution would be forced to continue using antiquated and inefficient processes for monitoring the cost of projects and staff costs. In addition, without the accounts receivable and billing modules, the Institution will continue to rely on manual, labor-intensive methods of tracking and managing receivables. Without the upgrade to the latest version of PeopleSoft, the Institution will be using an unsupported version of the program and will not be able to benefit from new functionality available in the newer version of the product. The Institution also would be unable to continue implementing new modules.

The Smithsonian will be unable to comply with federal and OMB requirements for performance reviews, audits, and oversight of the review of the Institution's financial statements.

The Institution will not be able to support the directive to achieve monthly closing of the Institution's financial statements using a modern financial management system containing accurate information, and to meet the requirement for providing audited financial statements.

The functions of the contract specialist will have to be assigned to existing contracting staff members who are already handling heavy workloads for the museums they support. As a result, it will take longer for contracting staff to complete these projects, other projects throughout the Institution also will be negatively affected, the responsible museums and program offices will be unable to keep up with schedules, and the responsiveness of the Contracting Office to Institution units overall will decline. As a result, the Institution would continue its current labor-intensive, manual processes.

Additionally, Scientists within the Institution would have to continue relying on obsolete workstations that cannot operate with the latest operating system software and applications. This would result in the Smithsonian being unable to compete with other agencies for grants that require the proposing institution to provide the necessary equipment to conduct scientific research.

Finally, without these resources, the Institution will have to rely on older, less efficient technology, resulting in less availability and reliability of email, file, and print servers during normal work hours.

FACILITIES MAINTENANCE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	343	39,371	0	405	0	19	0	0
FY 2006 ESTIMATE	338	45,958	0	409	0	20	0	0
FY 2007 ESTIMATE	442	62,136	0	409	0	20	0	0

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
<i>Facilities</i>						
Implement an aggressive and professional maintenance program	328	42,442	432	58,580	104	16,138
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	10	3,516	10	3,556	0	40
Total	338	45,958	442	62,136	104	16,178

BACKGROUND AND CONTEXT

Facilities Maintenance focuses on facility preservation activities and encompasses the upkeep of property and equipment, or the work necessary to realize the originally anticipated useful life of a fixed asset. The Office of Facilities Engineering and Operations (OFE0) is responsible for the maintenance and repair of an infrastructure of more than 660 owned and leased buildings and structures, including 18 museums and galleries, 10 science centers, and the National Zoological Park. The current replacement value of the Smithsonian-owned facilities is estimated to be \$4.7 billion.

The National Research Council has established guidelines indicating that 2 to 4 percent of the current replacement value of facilities is required annually for routine maintenance and minor repairs. This metric indicates the Smithsonian should apply \$94 million to \$188 million annually for maintenance and minor repairs. Additionally, as new and renovated museums and major exhibits are brought online, maintenance requirements rise dramatically due to technological advances and the increased number of systems supporting the infrastructure. The amount requested for FY 2007 will bring the Institution closer to that goal.

In its April 2005 audit report to Congress, the Government Accountability Office (GAO) formally recognized the deteriorating condition of Smithsonian buildings and cited the seriously underfunded maintenance program as one of the principal causes. The GAO report confirmed the findings of the 2001 National Academy of Public Administration review and reiterated the need for an infusion of maintenance funds because, "... ongoing deterioration continues to present serious long-term risks to the point where access [to facilities] must be denied or limited."

For FY 2007, the Smithsonian requests an increase of \$16,178,000 and 104 FTEs for Facilities Maintenance. This amount includes \$567,000 for necessary pay for existing staff funded under this line item, and a program increase of \$15,611,000 and 104 FTEs to maintain and repair the Smithsonian's infrastructure through a combination of in-house and contract maintenance.

MEANS AND STRATEGY

To support the Institution's goal of Enhanced Management Excellence, OFEO has initiated an aggressive, long-range Smithsonian facilities maintenance and minor repair program, within existing funding levels, using a Reliability Centered Maintenance (RCM) approach that includes benchmarking efforts with other organizations and the Association of Higher Education Facilities Officers (APPA). RCM is a Federal Facilities Council-recommended maintenance philosophy that incorporates a cost-effective mix of predictive, proactive, preventive, and reactive maintenance practices. Benchmarking efforts have resulted in a staffing goal to achieve APPA's recommended level 2 (out of 5 levels) standard for building maintenance, referred to as "Comprehensive Stewardship," by 2008.

Additionally, OFEO will continue to provide optimum protection for the Institution's facilities, collections, staff, visitors, and volunteers through state-of-the-art physical security measures. Requested resources will enable

OFE0 to continue to upgrade and maintain physical security measures as required throughout the Institution.

STRATEGIC GOAL AND FY 2007 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Implement an aggressive and professional maintenance program (432 FTEs and \$58,580,000)

- Arrest growth in maintenance backlog by 33 percent
- Increase planned maintenance level to 60 percent of total annual maintenance expenses
- Maintain temperature and relative humidity levels within the target range 85 percent of the time
- Improve mean time between repairs of critical vertical transportation units to greater than 70 days
- Improve scheduled evaluation of building systems/equipment to 95 percent, using RCM
- Maintain a greater than 95 percent rate of customer satisfaction for maintenance activities
- Maintain availability of critical electrical power 99.9 percent of the time
- Maintain availability of fire alarm and fire suppression systems 99.9 percent of the time

Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (10 FTEs and \$3,556,000)

- Ensure that physical protection systems operate as intended 99 percent of the time to minimize the risk to the Institution's collections, staff, visitors, and volunteers

FY 2007 REQUEST—EXPLANATION OF CHANGE

The FY 2007 budget estimate includes an increase of \$16,178,000 and 104 FTEs. Included in the request is an increase of \$567,000 for necessary pay for existing staff funded under this line item. OFEO is seeking a programmatic increase of 104 FTEs and \$15,611,000 for essential maintenance and repair of the Smithsonian's infrastructure. The increases are as follows:

- (+ \$6,201,000, +41 FTEs) The requested funds will provide additional resources to increase the percentage of time that temperature and relative humidity levels in the Smithsonian's facilities are maintained within the required ranges. The Smithsonian's museums, collections storage, and research facilities require a stable, reliable, and safe environment in order to protect and preserve the national collections, and maintain the necessary environmental conditions to conduct research

work. This request provides \$3,457,000 for salaries and benefits for 33 heating, ventilation, and air-conditioning technicians and eight engineering control technicians; \$1,949,000 for supplies, materials, and equipment; and \$795,000 for contract support.

- (+ \$4,683,000, +41 FTEs) This increase continues support for facilities maintenance by providing additional resources to approach the staffing level necessary to meet the APPA Comprehensive Stewardship level. Funding will ensure that equipment and building components are functional and in operating condition, and provide the necessary staff to respond to maintenance calls in a timely manner while ensuring that buildings and equipment are regularly upgraded. This increase will also ensure that electrical and mechanical systems at Smithsonian museums and facilities are regularly maintained in accordance with RCM practices. Funding will support the following facilities maintenance efforts:
 - National Air and Space Museum's Udvar-Hazy Center (+ \$1,361,000, +2 FTEs) — to provide for salaries and benefits for one general engineer (\$81,000) and one administrative assistant (\$55,000) for contract oversight; \$25,000 for supplies, materials, and equipment; and \$1,200,000 for contract support.
 - National Museum of American History (+ \$612,000, +8 FTEs) — to provide \$572,000 for salaries and benefits for craft services employees to ensure that facilities' painting and carpentry requirements are met, and for mechanical engineering staff to ensure that proprietary building systems are monitored and maintained. An additional \$40,000 will provide for supplies, materials, and equipment.
 - National Museum of the American Indian Museum (+ \$1,474,000, +18 FTEs) — to provide \$1,349,000 for salaries and benefits for plumbers, welders, and maintenance mechanics to ensure the interior and exterior foundations are maintained; \$25,000 for supplies, materials, and equipment; and \$100,000 for contract support.
 - Patent Office Building (+ \$542,000, +4 FTEs) — to provide \$292,000 for salaries and benefits for maintenance mechanics to ensure that new mechanical systems, along with preventative and corrective maintenance schedules, are maintained. An additional \$250,000 will provide for supplies, materials, and equipment.
 - Smithsonian Environmental Research Center (+ \$280,000, +4 FTEs) — to provide \$260,000 for salaries and benefits for craft services employees to ensure electrical and mechanical systems are properly maintained, and \$20,000 for supplies, materials, and equipment.
 - Smithsonian Tropical Research Institute (+ \$414,000, +5 FTEs) — to provide \$85,000 for salaries and benefits for three maintenance

employees, one electrician assistant, and one mechanic stationed in Panama; \$246,000 for supplies, materials, and equipment; and \$83,000 for contract support.

- (+ \$2,962,000, + 14 FTEs) This increase provides resources to expand the fire system maintenance to include the Cooper-Hewitt, National Design Museum, National Museum of the American Indian, and the Patent Office Building. The increase will ensure reliable, code-compliant fire systems and fire alarm services 24 hours a day, and provide for the installation and maintenance of special hazard suppression and smoke management systems. Funding will provide \$1,338,000 for salaries and benefits for 12 fire control technicians and two engineering technicians; \$24,000 for supplies, materials, and equipment; and \$1,600,000 in contract support.
- (+ \$1,115,000, + 8 FTEs) This increase provides additional resources to accomplish required testing, inspection, and maintenance of electrical distribution systems throughout the Institution, with in-house staff and contractor support. This request provides \$784,000 for salaries and benefits for eight high voltage equipment electricians; \$81,000 for supplies, materials, and equipment; and \$250,000 for contract support.
- (+ \$400,000) This increase ensures that all security systems are properly maintained, by providing funds for contract services at the National Museum of the American Indian, National Zoological Park, National Postal Museum, Steven F. Udvar-Hazy Center, and the Patent Office Building. Warranties on the security management, access control, and vehicle arrest systems in these museums will expire in FY 2006. The requested resources will provide for continued contract services to ensure that security systems are properly maintained, thereby ensuring staff and visitor safety.
- (+ \$250,000) This increase provides for contract support for required testing, inspection, and maintenance of all roofing systems throughout the Smithsonian. The requested funds will enable the Smithsonian to address problematic roofing issues, and will result in increased roof-life and decreased capital and maintenance expenses.

If the FY 2007 request is not allowed, the Smithsonian will not be able to reverse the deteriorating condition of its buildings and its supporting infrastructure. Further, the efforts to maintain more reliable mechanical equipment, reduce energy usage, and improve the environment to safeguard the national collections will be deferred. This may result in unacceptable environmental issues such as increased mold and microbe proliferation, indoor air-quality problems, and potential hazards to staff and visitors.

Without additional maintenance funding, the Smithsonian will be required to commit more and more revitalization funds to repair existing equipment and to take emergency measures for sudden failures,

consequently reducing the funds available for long-term repair and renovation of facilities. The fewer long-term system replacements are accomplished, the more costly short-term repairs will be required. Since many Smithsonian facilities were built more than 25 years ago, a lack of funds could result in buildings that are unfit for occupancy, thereby forcing the Smithsonian to close those buildings in part or entirely, as in the case of the Arts and Industries Building closure to the public in January 2004. Finally, if this funding is not provided, the long-term ramifications are increased risk of damage to collections and accelerated deterioration of the buildings' systems and infrastructure.

FACILITIES OPERATIONS, SECURITY, AND SUPPORT

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2005 ESTIMATE	1,729	144,083	21	3,005	5	368	0	0
FY 2006 ESTIMATE	1,570	155,607	21	3,002	5	453	0	0
FY 2007 ESTIMATE	1,625	171,130	21	3,002	5	415	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	8	683	8	723	0	40
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	559	94,149	593	104,944	34	10,795
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	963	56,594	984	61,009	21	4,415
Provide a safe and healthy environment	40	4,181	40	4,454	0	273
Total	1,570	155,607	1,625	171,130	55	15,523

BACKGROUND AND CONTEXT

The Facilities Operations, Security, and Support (OSS) program operates, maintains, and secures the Smithsonian's physical infrastructure under the direction of the Office of Facilities Operations and Engineering (OFE). OSS supports all operational activities that are not directly related to maintaining the physical infrastructure of the Smithsonian. OFEO is

responsible for providing operational services for more than 660 buildings and structures, including leased spaces, which make up 18 museums and galleries, 10 science centers, and the National Zoological Park.

Resources within this line item support facilities operations, including activities such as; central utility plant operations; grounds care and landscaping; snow removal; pest control; refuse collection and disposal; custodial work; security services; fire protection; and safety, environmental and health services. Also included are personnel costs for facilities planning, architectural/engineering design plans and specification services, as well as related support services such as mail, transportation, utilities, and central rent.

For FY 2007, the estimate includes an increase of \$15,523,000 and 55 FTEs. This amount includes \$8,231,000 for utilities, rent, and postage, as discussed in the Mandatory Costs section of this budget; \$4,283,000 and 55 FTEs for programmatic increases; and \$3,009,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, OFEO will continue to develop exhibits and other public programs related to horticulture, architectural history, and historic preservation.

To achieve the goal of Enhanced Management Excellence, OFEO's resources will be focused on meeting ongoing operational requirements of Smithsonian facilities. Since its formation, OFEO has tried to exceed customer-negotiated service agreements to operate and sustain the Smithsonian infrastructure. To assist with one of these efforts, OFEO has benchmarked custodial staffing levels with other museums and professional organizations, including the Association of Higher Education Facilities Officers (APPA). As a result, standards are set which provide appropriate staffing requirements to achieve various levels of appearance within our buildings. Ultimately, the Smithsonian intends to achieve APPA's appearance level 2, which is referred to as "Ordinary Tidiness." This level of appearance will provide a level of cleanliness that the public expects. FY 2006 resource levels allow the Smithsonian to maintain only APPA's appearance level 4, "Moderate Dinginess," which accurately describes the current condition of the buildings. The requested resources will enable the Institution to come close to reaching the next level of appearance (APPA's level 3) and help position OFEO to achieve their ultimate goal in FY 2008.

Additionally, OFEO will use resources to continue providing optimum protection of the facilities, staff, and volunteers, while also permitting an appropriate level of access to the national collections housed in the Institution's museums. Resources will provide full security staffing for the newly reopened Patent Office Building (POB) while continuing to enable OFEO to focus on heightened security measures necessary to address the elevated risks identified in the Smithsonian's May 2002 Composite Risk Assessment.

OFE0 will also use these resources to provide a safe and healthy environment for the Institution's employees, by concentrating its efforts on reducing occupational injuries and illnesses and implementing a health/wellness program.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (8 FTEs and \$723,000)

- Complete installation of 2007 orchid exhibit by January 2007
- Conduct a visitor survey of the 2007 orchid exhibit and compare results to 2003 and 2005 exhibit surveys to improve visitors' experience and help develop future orchid exhibits

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (593 FTEs and \$104,944,000)

- Continue integration of the facilities management program and related activities throughout the Smithsonian to improve operational efficiency and effectiveness, cost control, quality control, and accountability
- Improve cleanliness measurements from Moderate Dinginess (level 4) to approach Casual Inattention (level 3), with the goal of achieving Ordinary Tidiness (level 2) in FY 2008
- Maintain a 95 percent rate of responses to work requests that are within established time limits (30 minutes for emergencies and two weeks for regular work requests)
- Improve to 80 percent the percentage of time that work orders are completed within 120 days

Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (984 FTEs and \$61,009,000)

- Maintain crime rate for non-collection property at less than 10 crimes per million visitors, crime rate against staff and visitors at

no more than one crime per million visitors, and intentional loss/damage to collections rate at zero

- Improve upon visitor complaints about security staff and procedures at less than three complaints per million visitors

Provide a safe and healthy environment to support Smithsonian programs (40 FTEs and \$4,454,000)

- Reduce occurrence of Risk Assessment Code 1 and 2 findings and deficiencies by 10 percent
- Reduce occupational injuries and illnesses by 12 percent from FY 2003 baseline (per 2004 presidential Safety, Health, and Return-to-work initiative goals)
- Implement a health/wellness program aimed at reaching 10 percent of employees Smithsonian-wide
- Achieve a three percent reduction in lost production day costs through injury and illness prevention and wellness promotion

FY 2007 REQUEST—EXPLANATION OF CHANGE

The FY 2007 budget estimate includes a net increase of \$15,523,000 and 55 FTEs. Included in the request is an increase of \$3,009,000 for necessary pay for existing staff funded under this line item, and \$8,231,000 for utilities, rent, and postage, which are all justified in the Mandatory Costs section of this budget. Also included is a program increase of \$4,283,000 and 55 FTEs to support security and operating requirements, as follows:

- (+ \$3,137,000, + 34 FTEs) This increase provides additional resources for the Smithsonian to approach APPA's appearance level 3, "Casual Inattention." At this level, facilities' floors are swept clean daily; lighting fixtures are clean and lamps function; and trash containers hold no more than the current days waste, and are clean and odor-free. The requested resources will support facilities operations for the following museums:
 - National Air and Space Museum (+ \$632,000, + 4 FTEs) — to provide \$182,000 for salary and benefit costs for custodial staff; \$85,000 for supplies, materials, and equipment; and \$365,000 for contract support for window washing.
 - National Museum of the American Indian Museum (+ \$881,000, + 3 FTEs) — to provide \$158,000 for salary and benefit costs for custodial and labor staff to do cyclical cleaning for the interior and exterior fountains; \$134,000 for supplies and materials, such as chlorine and algaecide for the river features at several exterior fountains; and \$589,000 for contract support for window washing, and maintenance and restoration of granite floors.
 - National Zoological Park (+ \$488,000, + 6 FTEs) — to provide \$238,000 for salary and benefit costs for four custodians

- (\$144,000) and two Zoo service workers (\$94,000); \$100,000 for supplies, materials, and equipment; and \$150,000 for contract support for window washing at the animal houses.
- Patent Office Building (+ \$1,042,000, + 19 FTEs) — to provide \$999,000 for salary and benefit costs for 18 facility service workers (\$908,000) and one horticulturist (\$91,000); and \$43,000 for supplies, materials, and equipment to ensure that this newly reopened facility's appearance level is maintained.
 - Smithsonian Environmental Research Center (+ \$94,000, + 2 FTEs) to provide \$84,000 for salary and benefit costs for custodial and labor staff to ensure that the research facilities are maintained at a level commensurate with that of the museums on the Mall, and \$10,000 for supplies, materials, and equipment.
 - (+ \$1,146,000, + 21 FTEs) This increase provides for full security staffing at the newly reopened POB. Funding will support salary and benefit costs for 19 security officers and managers, and two control room operators to properly secure the POB (\$1,015,000), and supplies and materials for a uniforms and equipment base (\$31,000).

If the FY 2007 request is not allowed, OFEO will not be able to provide adequate staffing to ensure that there is sufficient security for the newly reopened POB and to ensure that appearance levels at museums and facilities are acceptable for the most visited museum complex in the world. It is vital that OFEO be given the resources to maintain the infrastructure at an appropriate level of appearance at all facilities.

FACILITIES CAPITAL

FY 2005 Appropriation	\$126,123,000
FY 2006 Appropriation	\$99,524,000
FY 2007 Estimate	\$167,200,000

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$(000)	FTE	\$(000)	FTE	\$(000)
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	38	81,474	46	140,625	8	59,151
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers	0	8,900	0	16,250	0	7,350
Provide a safe and healthy environment	0	9,150	0	10,325	0	1,175
Total	38	99,524	46	167,200	8	67,676

BACKGROUND AND CONTEXT

The Facilities Capital program underpins the Smithsonian's mission and represents a vital investment in the long-term interest of the nation. It is intended to pay for modern facilities that satisfy public programming needs and facilitate world-renowned research efforts. However, many years of insufficient investment in both facilities capital and maintenance has led to growing, widespread deterioration and increasingly impaired performance of the Institution's physical plant.

The professional engineering study, *Smithsonian Institution Museums and Facilities: Critical Assessment and Improvement Objectives*, published in 2001, established a \$1.5 billion requirement for capital revitalization of Smithsonian facilities over a decade. The National Academy of Public Administration (NAPA) study of that same year supported these findings, and the Government Accountability Office (GAO) report of April 2005 again confirmed that the Institution still needs an investment of \$1.6 billion for

revitalization and construction over the coming decade. This number includes requirements for anti-terrorism modifications that were not an issue during the NAPA study. Without question, there is an urgent need for major investment so that the Smithsonian can escape the current, never-ending crises of costly, unforeseen, breakdown repairs. Without it, the Institution will eventually fail in its mission.

MEANS AND STRATEGY

The FY 2007 request for the Facilities Capital program represents an increased investment in the goal of Enhanced Management Excellence. With funding in the capital program, the Institution will focus on improving the safety and security of visitors, staff, volunteers, and collections, and make incremental progress toward returning and then sustaining Smithsonian facilities at a fully functional level over the future decade.

The *Critical Assessment* study records the full breadth of the commitment that must be made to preserve the physical plant of the Smithsonian and position it for the 21st century. It is a compilation of the knowledge learned from more than 200 architect-engineer consultant investigations and internal condition assessments. The facilities requirements known at this time fall into two major areas, both of which are essential: facilities capital and facilities maintenance.

The Facilities Capital program entails both construction and revitalization activities, though the latter dominates this request. Revitalization addresses the causes of advanced deterioration through repairs or replacement of declining and failed infrastructure. Once completed, these projects avoid the crippling failures in building systems that can create hazardous conditions for visitors and staff, harm animals, damage collections, and irretrievably lose scientific data. The capital program also requests a small amount of funds for construction of an alcohol storage facility and laboratory at the Institution's site in Suitland, Maryland.

Funding for facilities routine maintenance and minor repairs is included in the Institution's Salaries and Expenses request. These resources are critical to realize the intended design life and full economic value of its facilities and protect the Institution's investment in revitalization. Underfunding maintenance compromises our capital investment by prematurely shifting increased costs to the Facilities Capital program.

The Institution plans to use these combined resources over the next decade in an attempt to arrest the downward spiral of deterioration, with the result being safe, code-compliant, and functional facilities that support

Smithsonian programs. More robust future funding to meet both requirements is essential to sustain the viability of the Institution's physical plant.

STRATEGIC GOAL AND FY 2007 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities to ensure appropriate facilities in excellent condition that support the Smithsonian mission (46 FTEs and \$140,625,000)

- Improve the overall condition of Smithsonian buildings, with at least 35 percent of square footage in SI structures with a Facilities Condition Index (FCI) of 3 or higher
- Increase the average FCI to 2.3 for buildings with major revitalization funding
- Reduce \$1.5 billion backlog of revitalization requirements by 10 percent
- Complete construction of Pod 5 at the Museum Support Center
- Complete courtyard enclosure at the Patent Office Building
- Initiate construction of Asia Trail Phase II, Elephant Facility, at the National Zoological Park
- Complete Phase II of the core space revitalization at the National Museum of American History, *Behring Center* (NMAH)
- Complete revitalization of Ocean Hall Exhibit space at the National Museum of Natural History (NMNH)
- Complete 75 percent of west wing basement revitalization and initiate next phase of HVAC and elevator replacement at the NMNH
- Purchase the Gamboa property for the Smithsonian Tropical Research Institute in Panama, and initiate design for the main laboratory building on the site
- Initiate programming and planning for the new National Museum of African American History and Culture at the chosen site
- Implement NAPA's recommendation to complete 35 percent design of projects in FY 2009 prior to requesting funding

Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers (\$16,250,000)

- Complete construction of permanent perimeter security barriers at the NMNH
- Initiate construction of permanent perimeter security barriers at the NMAH and barrier design at the Quadrangle and Hirshhorn
- Initiate glass mitigation installation at Patent Office Building (POB), Renwick gallery and Castle, and complete design at Freer and concept design at the National Air and Space Museum (NASM)

Provide a safe and healthy environment (\$10,325,000)

- Complete replacement of fire protection system at NASM and continue fire protection improvements at other Smithsonian facilities

FY 2007 REQUEST—EXPLANATION OF CHANGE

The Institution requests \$167,200,000 and 46 FTEs for Facilities Capital in FY 2007 for revitalization and construction, plus the planning and design funding needed to support these efforts. This request represents an increase of \$67,676,000 and 8 FTEs from the FY 2006 appropriation. This amount is needed to keep pace with the NAPA and GAO recommended schedule for eliminating the current backlog of revitalization requirements. If this request is not allowed, the Institution's facilities will continue to deteriorate, increasing the eventual cost of revitalization and the risk of further building closures.

The Institution requests a total of 8 new FTEs in the Facilities Capital program for FY 2007. Six of these will augment the construction management staff to deal with the increased workload of projects in the proposed program, and two are requested to implement and manage the Facilities Management System, which will document building information, including detailed as-built floor plans, for each Smithsonian facility.

The chart that follows summarizes the Institution's request for the highest priority projects for FY 2007, and the related future program requirements through FY 2011.

SMITHSONIAN INSTITUTION

Facilities Capital Program Summary

FY 2007 - FY 2011

CATEGORY \$Millions	Received			Congress Request	OMB Request	Future Program				
	Prior	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Outyears
REVITALIZATION										
Major Projects										
Arts & Industries Building	13.2		23.4	5.8			1.3			182.0
Freer Gallery								10.0		
Hirshhorn Museum								28.5		
Museum Support Center						25.0				20.0
National Air and Space Museum					10.0		50.0			
National Museum of American History	1.4	3.4	10.0	18.4	13.1					129.8
National Museum of Natural History	98.4	3.0	7.0	12.8	29.2	30.0	29.0	30.0	28.9	101.3
National Zoological Park	20.2	23.7	19.5	13.5	23.9	13.5	22.2	21.6	21.6	69.0
Patent Office Building	73.6	47.4	44.4							
Quadrangle									64.5	
Renwick Gallery								25.0		
Silver Hill Facility										21.0
Smithsonian Castle	1.0									75.0
STRI, Gamboa Development					2.1	6.0	1.2	1.8	1.8	
Udvar-Hazy Center										5.0
Anti-Terrorism Protection				7.9	13.2	14.9	25.0	18.3	25.0	
Other Revitalization Projects		12.0	6.0	15.0	41.7	52.6	22.6	19.4	21.1	ONGOING
SUBTOTAL	207.8	89.5	110.3	73.4	133.2	142.0	151.3	154.6	162.9	603.1
CONSTRUCTION										
NMAI Mall Museum	119.2									
NMNH, Museum Support Center Pod 5		9.9	6.9	18.1	5.4					
SAO, VERITAS Site Improvements			1.0							
SERC, Construction Mathias Lab Modules						10.0				
National Museum of African American History & Culture							TBD	TBD		TBD
SUBTOTAL	119.2	9.9	7.9	18.1	5.4	10.0	0.0	0.0	0.0	ONGOING
FACILITIES PLANNING & DESIGN	0.0	8.2	7.9	8.0	28.6	16.5	24.5	13.7	12.1	ONGOING
TOTAL REQUEST	327.0	107.6	126.1	99.5	167.2	168.5	175.8	168.3	175.0	ONGOING

SUMMARY TABLES AND PROJECT SHEETS

REVITALIZATION

Major Projects

This investment provides for the replacement of failing or failed major building systems and equipment, and for major renovation projects to preserve the buildings. It primarily includes the exterior envelope, HVAC, electrical, and other utility systems at the older buildings. Projects also entail modifications to ensure compliance with life-safety and Americans with Disabilities Act (ADA) codes, restore historic features, and modernize the buildings to support current program requirements. Major projects cost more than \$5 million.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
National Air and Space Museum	Replace Electrical Systems	10,000
National Museum of American History, <i>Behring Center</i>	Revitalize Public Space (Central Core)	13,100
National Museum of Natural History	Revitalize Public and Non-Public Space	29,200
National Zoological Park	Asia Trail, Phase II (Elephants)	18,000
	Renew Facades, Roofs, and Skylights at the Rock Creek facility	2,000
	Upgrade Critical Infrastructure	3,900
Smithsonian Tropical Research Institute	Gamboa Development	2,046
Mall Facilities	Construct/Install Anti-Terrorism Protection	<u>13,200</u>
TOTAL MAJOR PROJECTS		\$91,446

Other Revitalization Projects

These projects correct extensive and serious facilities deficiencies to materially extend the service life of systems. Unlike the major projects, however, these are smaller in scale, costing \$5 million or less, and usually involve capital repair or replacement of individual systems or components.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Cooper-Hewitt, NDM	Rehabilitate and Waterproof Terrace	550
Freer Gallery of Art	Upgrade Fire Alarm System	2,000
Hirshhorn Museum and Sculpture Garden	Correct Exterior Structure Leaks	3,100
Museum Support Center	Improve Fire Detection and Protection	2,600
	Replace Steam Condensate System	2,500
National Air and Space Museum	Waterproof Terrace at Perimeter	1,500
	Replace Exterior Storefront Doors, Main Entry	750
	Replace Condensate System	700
	Renovate HVAC to Improve Air Quality P719	1,275
National Museum of American History	Replace Emergency Generator	1,000
NMAI Cultural Resources Center	Correct Water Penetration/Condensation	650
Quadrangle	Replace Fire Alarm System	1,750
	Replace Steam Humidification System	950
Smithsonian Astrophysical Observatory	Construct Instrument Storage	900
Smithsonian Environmental Research Center	Construct Wastewater Conservation, Treatment and Discharge	1,000
	Construct Replacement of HVAC Systems	2,000
Silver Hill Facility	Provide Surge Protection for Site	750
	Provide Central Fire Pump	750
	Renovate Suitland Space for NASM Collection Storage	950
Smithsonian Tropical Research Institute	Improve Security and Façade of Tupper Building	525
Multiple Locations	Modernize Security Systems	1,050
	Construction Supervision and Admin	4,200
	Misc. projects \$500,000 and under	<u>10,269</u>
TOTAL OTHER PROJECTS		<u>\$41,719</u>
TOTAL REVITALIZATION		\$133,165

PROJECT TITLE: Replace Electrical Systems
INSTALLATION: National Air and Space Museum (NASM)
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$10,000

BUILDING BACKGROUND:

The National Air and Space Museum (NASM) was constructed in 1976 to memorialize the national development of aviation and space flight and has become the world's most visited museum. The 636,000-square-foot building preserves and displays artifacts, aeronautical and space flight equipment, significant historical data, and related technologies. It houses the Langley IMAX Theater and the Einstein Planetarium in addition to spaces for public programs, special exhibitions, and offices for publications, acquisitions and research. The recent annual visitation exceeds 7.5 million.

PROJECT JUSTIFICATION:

The building and all its systems have been in operation since 1976. The electrical equipment had an original useful life of 30 years and is therefore at the end of its life cycle. Failures in recent years have resulted in the loss of all electrical service to 35 percent of the building for more than a week while emergency repairs could be completed, and more minor faults in the systems have required extensive overtime to bring services back on line. Some upgrades have been made where equipment had totally failed. The rest of the aged equipment requires great expense to keep it operating and is at risk of total failure. The electrical systems must be replaced now to ensure consistent power to the building.

PROJECT DESCRIPTION:

This project will replace all of the high-voltage systems (except for the primary transformers, which were already replaced); the electrical equipment to operate the mechanical systems and provide power to the distribution panels; and the automation of the distribution circuits. Additionally, the emergency generator and associated panels and controls will be replaced.

PROGRESS TO DATE:

A study to define the full scope of work will be completed by December 2005, and design will begin in early 2006. The preliminary estimate of the project cost is \$10 million, but this number will be refined during the design process.

IMPACT OF DELAY:

A delay in completing this project could increase the frequency of major electrical disruptions, with the real possibility of a total or partial building shut down for an undetermined length of time.

PROJECT TITLE: Revitalize Public Space (Central Core)
INSTALLATION: National Museum of American History (NMAH), *Behring Center*
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars):

Complete central core construction	\$13,100
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PRIOR YEAR FUNDING:

Design	9,274	
Construct Package I	3,456	
Construct Package II, Central Core	<u>24,100</u>	
	\$36,830	\$36,830

Total	\$49,930*
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* Does not include \$4.3 million in raised funds.

BUILDING BACKGROUND:

NMAH is a modern classical building built in 1964 as the Museum of History and Technology. The 752,000 gross square-foot building houses exhibits that explore America's technological, scientific, cultural, and political history. The annual number of visitors has been around three million in recent years.

The Behring Foundation pledged \$80 million to the Smithsonian to develop a series of thematic halls highlighting important aspects of American history and accomplishment. In 2002, a Blue Ribbon Commission recommended that the Museum improve the architectural and aesthetic setting for exhibits and visitors' orientation, provide a balance of exhibit themes and content, and increase the Museum's reach. In FY 2003, NMAH developed exhibition, outreach, and collection plans, which guided a dramatic new public space revitalization that will impact 330,000 gross square feet on all three-exhibit floors.

PROJECT JUSTIFICATION:

The Museum fire-detection and alarm systems are outdated and require excessive maintenance. The public restrooms do not meet code in fixture quantity and are not fully accessible; some are difficult for visitors to find. Public circulation areas, amenities, and lobbies are worn and in disrepair. Elevators are not fully accessible and are not all connected to emergency power. Paths of emergency egress are not clearly defined, and fire-separation doors are difficult to maintain, creating life-safety hazards for the public and staff. Deficiencies in the mechanical system have caused extreme variations in building humidity and threaten damage to collections. Steam-condensate piping and pressure-reducing valve stations are in poor

condition. Transformer vaults are not air-conditioned, threatening power failures due to heat.

PROJECT DESCRIPTION:

The Institution requests \$13.1 million for FY 2007 to complete work in the central core: replace the fire-alarm system in the central core of the building with a new, addressable fire-detection and alarm system with expansion capacity; relocate and expand the public restrooms to meet code requirements for accessibility and improve fixture count for visitors and special events; restore public circulation and orientation areas; upgrade elevators so that they are safe, accessible, and operable on emergency power; restore public paths of egress to emergency stairs; re-engineer the life-safety strategy to eliminate deficient fire-separation doors; improve Museum lighting and sound on the main public floors; provide a new power-distribution system; and correct the mechanical system, including air-conditioning in the transformer vaults. This work must be performed in conjunction with the Museum's plan to modernize its public programs, and is being phased in to coincide with the exhibit renewal program. Work in the central core is critical to a successful opening of the *Star-Spangled Banner* exhibit, which will be installed with privately raised funds.

PROGRESS TO DATE:

The Institution will use \$28.4 million received through FY 2006 to complete design and begin construction in the central core of the building. The Institution completed Phase I on the third floor, East Wing of the building, and the *Price of Freedom* exhibit opened on schedule in November 2004.

IMPACT OF DELAY:

A deferral of the work planned for FY 2007 would delay the opening of the *Star-Spangled Banner* reinstallation. Potential system failures such as elevators, escalators, and fire-protection systems will pose threats to the safety of Museum visitors, staff, and collections. Equipment and systems at the end of their useful life will continue to fail at increasing rates, be more expensive to fix later, and demand excessive amounts of time from maintenance staff.

PROJECT TITLE: Revitalize Public and Non-Public Space
INSTALLATION: National Museum of Natural History
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars):

Continue HVAC/Utility System Replacement and Building Renovation	\$29,200 *
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<u>PRIOR YEAR FUNDING</u>	\$121,170
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FUTURE YEAR FUNDING (FY 2008–FY 2016)

Ongoing HVAC replacement and code improvements	<u>\$219,250 *</u>
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Total	\$369,620
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* Does not include future funding in Planning and Design to complete design of revitalization project.

BUILDING BACKGROUND:

The National Museum of Natural History (NMNH) building opened to the public in 1910. The East and West Wings were added in the early 1960s. Two infill buildings were constructed in the original building's East and West courtyards in the late 1990s. The gross interior square footage of the building is 1.3 million square feet. The building includes 300,000 square feet of public museum space, and collections, laboratory, office, and building services space constitute the remaining 1 million square feet. The Museum typically hosts five to six million visitors annually, and is one of the most visited museums in the world.

PROJECT JUSTIFICATION:

The building's mechanical and electrical systems were installed in the early 1960s, are more than 40 years old, and are in need of major renovation. Breakdowns of the mechanical system are frequent, repair parts are often difficult to procure, and the system does not provide the environmental air quality necessary for visitors on many crowded days, or for the display and preservation of Museum collections. The reliability of the electrical system is compromised by the deteriorated condition of the building's three main electrical switchgears, and the antiquated distribution system poses a safety hazard.

PROJECT DESCRIPTION:

Based on the master implementation plan completed in 1987, the Institution is in the midst of a comprehensive renovation program in the NMNH building, which will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and windows of the main building. Asbestos and lead will be abated or encapsulated; the fire-protection, communications, alarm, and emergency power systems will be upgraded;

and stormwater systems and a hazardous-chemical control facility will be installed. To date, \$108 million has been appropriated for the revitalization project, and \$12.8 million is expected in FY 2006. The total cost of renovation of NMNH may approach \$350–\$400 million through FY 2016 (at the current funding levels).

The Institution requests \$29.2 million in FY 2007 to continue replacing deteriorated systems and renovating the building. Specific work will include: HVAC replacement and associated renovation of the basement in the West Wing (\$4.45 million), the southwest section of the third floor in the main building (\$5.5 million), and Halls 27–30 (\$7.5 million); installation of handrails and lighting upgrades in the rotunda (\$1 million); initiating replacement and/or refurbishment of the elevators (\$2 million); and main building windows (\$3.5 million); and renovation of utility tunnels (\$1.5 million); air towers (\$2 million); and stair towers (\$1.75 million); to improve air quality and fire egress.

PROGRESS TO DATE:

Renovation of the building and replacement of the mechanical, electrical and other systems continues. The Phase IIC HVAC renovation of the sixth floor of the West Wing is 95 percent complete. This \$4.2 million project includes demolition, asbestos abatement, installation of HVAC and other utilities, and renovation of the office, collections, and laboratory spaces.

The first phase of construction is under way for the FY 2004–2007 renovation of Halls 7–10 and 23–25 for the future \$22 million *Ocean Hall* exhibit, which is being funded by the National Oceanic and Atmospheric Administration (NOAA). Design is nearly complete for other work planned for FY 2006, including replacement of the main building fire pump and HVAC replacement in the West Wing basement, which will enable consolidation of many facilities management functions in the building. Design has begun for work planned for FY 2007 and FY 2008. The master and space plans continue to be updated, and they form the basis for the sequencing of infrastructure renovation.

IMPACT OF DELAY:

If funding is delayed, building systems would continue to deteriorate and fail, and visitors would increasingly find interior navigation more difficult. The environmental conditions required for the Museum's collections and the visiting public could not be maintained. In addition, the Museum's exhibit re-installation program would not proceed according to the planned schedule, causing the continued prolonged closure of several important exhibition areas to the public.

PROJECT TITLE: Asia Trail
INSTALLATION: National Zoological Park, Rock Creek Park
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars):

Begin construction, Phase II (Elephants)	\$18,000
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PRIOR YEAR FUNDING:

Facilities Planning and Design	10,000	
Construction, Phase I	41,800	
Site work, Phase II	<u>9,000</u>	
Subtotal	60,800	60,800

FUTURE YEAR FUNDING (FY 2008):

Complete Phase II Construction	<u>5,000</u>
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Total	\$83,800*
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* Does not include privately raised funds

BUILDING/SITE BACKGROUND:

The National Zoological Park (NZP) in Washington, DC, a National Historic District, was built in the 1890s and was expanded in the 1930s with such historic buildings as the stone Elephant House. The 167-acre NZP is now more than 110 years old and its age and popularity have taken a visible toll. The Zoo's physical environment has vastly deteriorated. More than half of the buildings have seriously compromised structural, mechanical, electrical, and fire and life-safety systems. During their last accreditation review, the American Zoo and Aquarium Association (AZA) stated, "It is critically important that forward momentum is maintained in all areas and on all levels at a pace that will see the zoo complete its strategic plan, and facility renovations, as quickly as possible." The National Academy of Sciences' study of Zoo animal care and regular U.S. Department of Agriculture inspections confirm this requirement.

PROJECT JUSTIFICATION:

The National Zoo is a leader in elephant management and reproductive studies, both on site and in the field, but the elephant program has been severely stunted by inadequate space to create a multi-generational herd that will enable the elephants to live in a social structure similar to those found in nature. A multi-generational herd will encourage more normal behaviors and interactions among the elephants, while promoting the health and welfare of elephants held in captivity. The National Zoo is one of only a few institutions with a strong multidisciplinary program focused on the study and exhibition of elephants that is committed to and capable of achieving this goal in the near future.

Standards for elephant care are not the same today as they were in 1930. As ethical concerns are raised about how elephants are maintained in captivity, NZP must lead by example, providing a top-notch facility of a size and flexible enough to ensure both animal well-being and keeper safety, while providing a strong entertaining and educational visitor experience. Arrangement of the elephant housing, flexibility in enrichment opportunities, and space for exercise are major issues influencing the health and welfare of elephants. Further, with the birth of male elephant in November 2001, the urgency for moving toward NZP's goals of housing and exhibiting elephants as recommended by current zoological standards has increased. An adult male elephant needs more space and stronger housing, and he and the keeper must be separated at all times. The current building and yards do not meet these requirements.

PROJECT DESCRIPTION:

Phase II of the Asia Trail project will provide a new, larger facility for the long-range commitment to a fully integrated Asian elephant program that will advance daily husbandry and health care research and breeding of this highly endangered animal and will create modern exhibition space for the visitor to experience these popular animals. The proposed new facilities will provide adequate year-round housing, new exhibit yards, laboratory and field experiences for the visitor, and classroom space, safe primary containment, and heavily landscaped perimeters. An innovative elephant trek feature is designed to exercise the animals as well as offer sensory stimulus outside their daily routine. Large pools and multiple enrichment devices in the animals' enclosures will enable the elephants to exhibit behaviors currently restricted by space limitations. Accessible areas surrounding the elephant enclosures will let the public observe the elephants and keeper demonstrations with new and exciting interpretive programs. Smithsonian scientific research on elephants, both *in situ* and *ex situ* will be featured in the exhibition.

PROGRESS TO DATE:

A value engineering study of the 35 percent design was completed in August 2005. The study identified some options to reduce the estimated total project cost and increase the value of the completed project. These recommendations require assessment by the elephant management staff and revision to the current design and project schedule. An updated project schedule and design direction will be determined by September 2005. The Zoo will use a portion of the funds provided in FY 2005 to complete design and construction documents for the new facility and to begin relocating animals now occupying the proposed site. Funds appropriated in FY 2006 will be used to demolish the buildings, retaining walls and utilities at the future elephant facility site, and to begin site improvements for the new building.

IMPACT OF DELAY:

A delay would crush the Zoo's initiative to improve the quality of life for the Asian elephants, and place the elephant program at risk. Improved and strengthened elephant housing must be available by the time the male elephant reaches age 7 in 2008, when he will become dangerous to care for in the current facilities. Temporary improvements have been made to the existing facility to continue housing the young male until 2008, but deferral of this project will require the Zoo to begin a search for a new home for the male elephant. In addition, our one reproducing female is a valuable breeder in the U.S. Asian elephant population. If not bred by 2006 (for birth in 2008), she must be transferred to another zoo for breeding. Ultimately, a delay will ripple into subsequent projects intended to bring the Zoo facilities into compliance with U.S. Department of Agriculture and AZA standards, and to correct extensive infrastructure deficiencies throughout NZP.

PROJECT TITLE: Renew Façades, Roofs, and Skylights
INSTALLATION: National Zoological Park, Rock Creek Park
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$2,000

PRIOR YEAR FUNDING: \$9,345

BUILDING/SITE BACKGROUND: (see previous)

PROJECT JUSTIFICATION:

Among the most significant facilities problems at the National Zoological Park (NZP) are the leaking roofs, skylights, and façades of several major buildings. Although the Zoo's long-term revitalization program will totally modernize these buildings in future years, current leaks continue to worsen and emergency repairs are no longer adequate to ensure the safety of animals and visitors. The Smithsonian is installing roofing systems that will enable replacement of the roofs now but can still be used when the buildings are fully restored later.

PROJECT DESCRIPTION:

The Institution requests \$2 million in FY 2007 to complete the current cycle of NZP roofs and exteriors renovations. A comprehensive study of Zoo roofs and exteriors, completed in FY 2005, identified and prioritized roof and façade repairs and renewals required now and over a 20-year renewal cycle. Funds requested in FY 2007 will complete the current cycle of exterior renewals, and the need for additional funds are not anticipated until FY 2012.

PROGRESS TO DATE:

From earlier appropriations, the Smithsonian has completed renewing the façade, roof, and skylights at the Elephant House, Small Mammal House, and the Amazonia Building. The Great Ape building and the Reptile Discovery Center building exteriors are being renewed with FY 2005 funds. FY 2006 funds will be used to plan, design, and construct façade, roof, and skylight repairs for the Bird House, Genetics Lab, Boiler Plant, and the Great Cats facility. FY 2007 funds are needed to renew the façades and roofs for the Veterinary Hospital, research building, quarantine facility, and police station.

IMPACT OF DELAY:

A delay would prolong the facilities revitalization program at the Zoo and threaten the safety of the animals. Leaking roof and façade elements will continue to cause deterioration of interior finishes and systems, leading to higher repair and replacement costs.

PROJECT TITLE: Upgrade Critical Infrastructure
INSTALLATION: National Zoological Park, Rock Creek Park & Front Royal
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$3,900

PRIOR YEAR FUNDING: \$6,843

FUTURE YEAR FUNDING (FY 2008–FY 2012): \$9,900

PROJECT JUSTIFICATION:

The Zoo's infrastructure is made up of basic utilities (i.e., water, electricity, steam, sewers, and stormwater systems), HVAC, fire detection and suppression, aquatic life support, predator control, and critical service installations such as restrooms, locker rooms, and keeper rooms. The current utility and fire-protection infrastructure is totally inadequate to meet the needs of the Zoo and to protect and support its animals. A 2001 site utility study identified \$7 million of water supply, stormwater management and drainage, sewer, contaminated water, electrical, steam, and other utility and landscaping work needed. In addition, restrooms are deteriorated and are inadequate, and employee and keeper locker rooms require extensive renovation to meet codes and provide appropriate space for critical behind-the-scenes activities.

PROJECT DESCRIPTION:

The Institution requests \$3.9 million to continue installation of fire-protection systems, upgrade the water, sewer, mechanical, electrical, and plumbing systems, and to renovate restrooms, locker rooms, and keeper rooms at the Rock Creek facility.

PROGRESS TO DATE:

The Institution has used previously appropriated funds to upgrade the high-voltage electrical service for the upper section of the Rock Creek facility, including new transformers and a new ductbank as well as conduits, electric feeders and switchgear from Connecticut Avenue to the Elephant House. Funds are also being used to upgrade the fire-protection water supply. Additional fire alarm, smoke detection, and fire-suppression systems also will be installed in critical areas of the Rock Creek and Front Royal facilities. During FY 2005, the Zoo will develop concept designs for upgrading underground utilities for the park, and will coordinate projects in priority order with renewal efforts that will be identified in the Master Plan, which is also under development during FY 2005. Funds requested for FY 2006 will be used to complete the highest priority work.

IMPACT OF DELAY:

A delay would prolong the facilities revitalization program at the Zoo and greatly hamper the care and safety of the live animal collections.

PROJECT TITLE: Gamboa Site Development
INSTALLATION: Smithsonian Tropical Research Institute
LOCATION: Panama

FY 2007 COST ESTIMATE (Thousands of Dollars):

Purchase Gamboa site \$2,046*

* Does not include \$1.2 million requested in Facilities Planning and Design for design.

PRIOR YEAR FUNDING: 0

FUTURE YEAR FUNDING (FY 2008 – FY 2011): \$10,800

Total \$12,846

BACKGROUND:

The Smithsonian Tropical Research Center (STRI) is the principal U.S. organization devoted to research in tropical biology. Both scientific and human welfare depend on a continuing commitment to research in tropical biology for such things as finding untapped tropical resources to add to the important supply of food, pharmaceuticals, and fiber already supplied from the tropics, and to develop a better understanding of how to avoid further ecological catastrophes such as drought, starvation, and flooding caused by deforestation and overpopulation of tropical regions.

STRI is currently leasing (with an option to buy) 13 acres from the Republic of Panama at a location in Gamboa, at an annual cost of \$50,000. Every two years, this lease is adjusted to 3 percent of appraised land values. Also, the Republic of Panama has given to STRI, free of charge, custodianship of 156 acres of adjacent forest. Gamboa is the central location of STRI's terrestrial research and the departure point for the ferry ride to Barro Colorado Island (BCI) Nature Monument, over which STRI also maintains custodianship. Gamboa is a unique location in that it is protected by geography from encroachment of civilization and pollution, and is adjacent to the 55,000-acre Soberania National Park, considered the most accessible moist forest in central and northern South America, where habitats and species are found that are not present at BCI. The availability of space, natural light, and the relative absence of air pollution have dramatically benefited STRI's experimental plant research program. This program and others like it are critical to understanding the role that tropical plants and soils play in global climate change models, and for enriching our knowledge of tropical biodiversity.

PROJECT JUSTIFICATION:

Current conditions in Gamboa indicate that real-estate prices could soon increase from \$35 per square meter to \$100 per square meter because of a recent transfer of public land to private ownership and the soon-to-be-

announced \$7–8 billion Canal expansion plans. Increasing land values will raise the annual rent rates, perhaps tripling the cost of the lease. This will make future purchase of real estate more expensive. All of these factors indicate the necessity of an early purchase and development of the Gamboa site to sustain ongoing research at STRI.

Further, the contract between the Smithsonian and the government of Panama concerning the 13 acres in Gamboa, includes a provision requiring the Institution to invest a minimum of \$1 million to construct and furnish a Research and Education Center and a Coordination, Support and Housing Center for scientists and students. The contractual intent of the Republic of Panama was to ensure that SI is developing the properties and to commit SI to construct space that will replace the research and classroom space currently provided by the lease of another Gamboa property (Gamboa Schoolhouse), which STRI is obligated to return to the Republic of Panama. To date, STRI has obligated \$250,000 to the development of the property (13 acres). These funds were directed toward the construction of experimental greenhouses and do not satisfy the lease obligation to replace the research and education activities. If funding is not invested in the property, or if the land is not purchased, Panama could hold SI in breach of contract and recover the properties. Alternatively, Panama could demand the return of the Gamboa Schoolhouse before sufficient space is constructed to house the programs and personnel currently located there. The contractual agreement with the Panamanian Government explicitly states that SI cannot register improvements to leased land. Thus, in the event that the lease is terminated, any SI investment in Gamboa facilities would be lost. It has also been indicated that Congress would not be inclined to provide money for construction of SI buildings on property the Institution does not own. Without purchase of the land it would seem quite difficult and risky to attempt to make any capital investment in the property.

PROJECT DESCRIPTION:

The acquisition of the property will permit STRI to demolish or transfer approximately 48,000 square feet of old, expensive-to-maintain buildings in Panama City. The site development plan for Gamboa calls for about 61,000 square feet of new laboratories and offices, a 7,000-square-foot education center, and 2,200 square feet of infrastructure for sewage, generator, and waste disposal to be built over 10 years. A key element of the plan is to consolidate the terrestrial research program from its current urban location to a more rural site adjacent to the Canal Watershed and unique ecosystem of the protected Soberania National Park. This area will provide excellent conditions, such as lack of pollution, natural ambient light, field space availability, and improved access to research sites to conduct scientific research. The research staff, currently located at three sites and in four different buildings, will be relocated to the Gamboa campus. Administrative staff, currently located in three buildings, will be relocated to the Tupper

Center at the edge of Panama City. This major consolidation will lead to an immediate improvement in administrative efficiency and will establish a critical mass of researchers in a single location, permitting improved flow of ideas and major equipment sharing.

For FY 2007, the Institution requests \$2,046,100 to buy the 13-acre Gamboa site. Resources are also requested in Facilities Planning and Design (\$1.2 million) to begin design for the required facilities modifications and expansions necessary to support full operation. The Smithsonian will seek future-year funding to implement site development at Gamboa.

PROGRESS TO DATE:

STRI's 1986 Facilities Master Plan identified development required for the Gamboa site, including dormitory renovation, dock construction, a new laboratory building, a vivarium and insectary, and a maintenance shop and emergency generator. STRI has completed the dormitory renovation and dock construction, and the vivarium and insectary are under construction. STRI has begun planning the first phase of Gamboa development, and plans to host a design competition to select the design firm.

IMPACT OF DELAY:

A delay in developing the Gamboa site would hamper STRI's ability to consolidate terrestrial operations at Gamboa, with a resulting loss of research synergy and operational efficiency. A delay in purchasing the land would further jeopardize Smithsonian ownership of planned improvements to currently leased land, and could result in greatly increased lease or purchase costs in the near future.

PROJECT TITLE: Construct/Install Anti-terrorism Protection
INSTALLATION: Mall and off-Mall Facilities
LOCATION: Washington, DC and New York City

FY 2007 COST ESTIMATE (Thousands of Dollars):

Construct permanent barriers at National Museum of Natural History and install glass mitigation at multiple facilities	\$13,200 *
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PRIOR YEAR FUNDING (includes S&E and Supplemental funding):

Design	3,100	
Construction of permanent physical security barriers at Mall facilities	17,325	
Anti-shatter film (window hardening)	<u>1,400</u>	
	\$21,825	\$21,825

<u>FUTURE YEAR FUNDING (FY 2008–FY 2011)</u>	<u>\$83,200</u>
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Total	\$118,225 *
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* Does not include design funding for future work included in Facilities Planning and Design.

PROJECT BACKGROUND:

The Institution is responsible for the security and safety of an extensive and complex physical plant that house museums and galleries in Washington, DC and New York City; a National Zoological Park in Washington; and restoration and storage buildings and centers for research and education in numerous locations throughout the country and in the Republic of Panama. Since the terrorist attacks on New York City and Washington on September 11, 2001, the Institution has developed a comprehensive plan for reducing the risk of a terrorist attack occurring at a Smithsonian museum, and for minimizing the damage to people, collections, and buildings should such an event take place. A series of consultations and risk assessments resulted in the following recommendations to mitigate against vulnerabilities: installation of physical barriers between the buildings and the street; installation of anti-shatter window film or interior retro fits to mitigate the effects of glass window walls shattering during a blast event; increased building perimeter camera surveillance; improved building emergency voice systems; secured nonpublic building areas with electronic access control; electronic screening of mail and visitors for the most heavily visited museums; protection against chemical, biological, and radiological attack; and mitigation against the effects of blasts and progressive collapse of buildings.

The Institution installed temporary physical barriers around most major museum buildings with funding received in the FY 2002 Anti-Terrorism

Supplemental, and increased security officer presence outside its buildings. Permanent capital improvements are included in the Capital Program.

PROJECT JUSTIFICATION:

The Smithsonian is included in the "National Strategy for the Physical Protection of Critical Infrastructures," dated February 2003. Risk assessments conducted at the Smithsonian since September 11, 2001 recommended new security measures for all Smithsonian museums and facilities. The popular recognition of the Smithsonian name, the American icons contained in its facilities, and the high level of public access and visitation distinguish the Smithsonian facilities from other Government office buildings and elevate the level of risk.

PROJECT DESCRIPTION:

The anti-terrorism program consist of Mall-wide site adaptations, modifications to building perimeters, and additions and modifications to building systems. The program will be implemented over multiple fiscal years with emphasis on the highest priority projects to reduce the Smithsonian's vulnerability to attack. The Institution requests \$13.2 million in FY 2007 to construct permanent physical barriers around the NMAH (\$6.5 million); install glass mitigation at the Patent Office Building, Freer Gallery, Renwick Gallery, and the Smithsonian Castle (\$6.5 million); and add ultraviolet treatment to air handlers at multiple facilities to protect against chemical and biological hazards (\$.2 million). Additional funds are included in Facilities Planning and Design for design of permanent barriers at the Quadrangle and Hirshhorn and preliminary design for NASM glass mitigation.

PROGRESS TO DATE:

The Institution has completed risk assessments of all its major facilities; completed blast assessments of NMNH, NMAH, NASM, SIB/AIB, POB and HMSG; installed temporary barriers around NASM, NMNH, and, NMAH, and partial barriers at HMSG, AIB/Quadrangle/Freer and the Udvar-Hazy Center; and completed installation or awarded contracts for select closed-circuit television (CCTV), emergency voice (or PA) systems and glass mitigation projects. Construction of permanent perimeter barriers at NASM is under way. The 35 percent design for the balance of the Mall facilities has been completed. Glass mitigation is complete at some facilities and is ongoing or in design at others.

IMPACT OF DELAY:

If the requested funding is not provided, there is an increased likelihood of damage and injury to people, collections, and buildings in the event of a terrorist attack. The Smithsonian name, symbols of American culture and achievements, and the large numbers of public visitors make it an attractive target to terrorists. The lack of necessary anti-terrorism protection increases the Institution's vulnerability.

PROJECT TITLE: Rehabilitate and Waterproof Terrace
INSTALLATION: Cooper-Hewitt, National Design Museum
LOCATION: New York, NY

FY 2007 COST ESTIMATE (Thousands of Dollars): \$550

PROJECT DESCRIPTION:

The garden terrace at the Cooper-Hewitt, National Design Museum is in a state of advanced deterioration. Open mortar joints in the balustrade and the paving stones allow rainwater to penetrate in to the basement spaces, causing damage to office areas and electrical service spaces in the basement. This project will replace the deteriorated paving stones, repoint mortar joints, and waterproof seeding beds to prevent water penetration into the building. Completion of this work will decrease the risk of more substantial damage to the areas beneath the terrace.

PROJECT TITLE: Upgrade Fire Alarm System
INSTALLATION: Freer Gallery of Art
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$2,000

PROJECT DESCRIPTION:

The fire-protection system at the Freer Gallery of Art does not meet current codes in several areas. Audio/visual fire alarms are not installed in gallery areas. The sprinkler system does not protect the attic or elevator spaces. The enclosure in stair tower 3 does not conform to applicable life-safety codes. This project will extend audio/visual alarm coverage to the galleries, provide sprinkler protection in the attic and elevator spaces, and provide an appropriate fire-rated enclosure in the stair tower. A delay in completing this work would constitute an unacceptable risk to the safety and health of visitors, staff, and collections in the building.

PROJECT TITLE: Correct Exterior Structure Leaks
INSTALLATION: Hirshhorn Museum and Sculpture Garden
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$3,100

PROJECT DESCRIPTION:

The Hirshhorn Museum has experienced water penetration through exterior walls into gallery spaces on the second and third floors over the past several years. In addition, several sections of retaining wall in the loading dock area have deteriorated due to water infiltration. This project will repair and waterproof the third floor balcony, and provide an improved

waterproofed barrier to prevent water leakage into exhibit galleries. Failed sections of the loading dock retaining wall will be replaced. Additionally, the air intakes for the HVAC system will be relocated from current locations adjacent to the loading dock to take advantage of unused air vents on the north side of the building. This will reduce intake of exhaust fumes into the building ventilation system. All projects will be performed concurrently to reduce impact on museum exhibit schedules. A delay in completing this work will exacerbate deterioration and risk water damage to collections.

PROJECT TITLE: Improve Fire Detection and Protection
INSTALLATION: Museum Support Center
LOCATION: Suitland, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars): \$2,600

PROJECT DESCRIPTION:

The fire-detection system at the Museum Support Center has outlived its useful life, and its lack of reliability is putting the collections stored in the building at increasing risk. Repairs are needed more frequently and parts for the aged system are becoming more difficult to locate. Unexplainable system failures have increased substantially this past year, tripping false alarms that have caused the local fire department to respond unnecessarily. In addition, the fire-alarm system is not equipped with uninterruptible back up electrical power so that the frequent loss of incoming electrical service from the utility company causes the alarm system to fail. This project will totally replace the existing fire-detection system with current state-of-the-art equipment, to include the capability for anticipated expansion during the next 20 years. It will provide the emergency battery power to prevent false alarms during power failures or surges, and it will be connected to the central control panel for the Suitland campus. A delay of this project will allow the existing system to continue to deteriorate in reliability. As this happens, the risk of potential loss of the collections and research data from any fire and associated smoke and water damage increases, as well as the potential disruption caused by false alarms.

PROJECT TITLE: Replace Condensate System
INSTALLATION: Museum Support Center
LOCATION: Suitland, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars): \$2,500

PROJECT DESCRIPTION:

Steam and its condensates cause pipes to deteriorate. To reduce the corrosion of the pipes, chemicals are introduced into the steam as it leaves the boilers. Still, the life of the condensate return lines is relative short when compared to the other building utility systems. Pipes and related parts can be

repaired and replaced as they fail, but over time the cost of this maintenance reaches the point that it is prudent, and more cost effective, to replace the entire system with new materials. The steam-condensate system of the Museum Support Center has reached this point. This project will replace the entire steam and condensate flow system including piping, pumps, and controls, to restore the system to "like new" condition. Failure to complete this work now will cause continued deterioration and increased maintenance costs to keep the system operational.

PROJECT TITLE: Waterproof Terrace at Perimeter
INSTALLATION: National Air and Space Museum
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$1,500

PROJECT DESCRIPTION:

A few years after the construction of the National Air and Space Museum, leaks into the garage began to appear, causing rusting of structural steel members and damage to insulation on pipes and ducts and to materials stored in the garage. Several leaks have been corrected. The waterproofing around the planters has been replaced. The stone façade has been cleaned, repaired and resealed, and the window wall, along with its base flashing, has been replaced. Although this has stopped a majority of the leaks, several still exist, especially at corners and the exterior stairwells. The Institution completed a test in the northwest corner and determined that no flashing was installed under the stone along the perimeter. Flashing in the test area has been in place for four years and no leaks in that area have returned. This project includes the removal of the bottom course of marble and two courses of the granite pavers, installation of flashing at the base of the building, and resetting the salvaged stone around the perimeter of the building. It also includes waterproofing the stairwells and repairing the leaks through the foundation walls. Completion of this project will arrest the leaks and protect against further damage to the structural steel, insulation, and stored materials.

PROJECT TITLE: Replace Exterior Storefront Doors, Main Entry
INSTALLATION: National Air and Space Museum
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$750

PROJECT DESCRIPTION:

Since September 11, 2001, the foot-traffic patterns of visitors have been greatly altered, increasing the use of the doors beyond that anticipated during the design of the façade replacement of the 1990s. The installation of security devices has created visitor lines of long duration. While in line, the

visitors have abused the door hardware, causing premature failure. All visitors and staff now exit the building through one of two doorways; prior to the 9/11 terror attacks, 14 doorways were used. The door hardware has failed. Doors cannot be properly secured at night, and the doors are often difficult to open for normal service. Maintenance is required daily to keep the egress doors operational. This project will remove and replace the primary entry and egress doors of the NASM with new doors and continuous hinged hardware. The door pulls and closers will also be up-graded to be able to resist the increased abuse. In addition, the doors from the Museum into the public restaurant will be replaced with automatic openers to meet ADA requirements. Replacement of the Museum's doors will reduce maintenance costs and the risk of door failure or possible injury to visitors and staff.

PROJECT TITLE: Replace Condensate System
INSTALLATION: National Air and Space Museum
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$700

PROJECT DESCRIPTION:

The steam-condensate system of the National Air and Space Museum has deteriorated badly due to the normal corrosion caused by steam and its condensates. Maintenance of a system in this condition is expensive, and it has now reached the point where it is more cost effective to replace it. The project will remove and replace the entire steam and condensate flow system including piping, pumps, and controls, to restore the system to "like-new" condition. Failure to complete this work now will cause continued deterioration and increased maintenance costs to keep the system operational.

PROJECT TITLE: Renovate HVAC to Improve Air Quality in P719
INSTALLATION: National Air and Space Museum
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$1,275

PROJECT DESCRIPTION:

Persistent air-quality problems have plagued the NASM building management staff since their offices were created on the parking level of the building 20 years ago. A number of modifications have been made to improve ventilation, but random tests confirm that the quality of the air remains marginal, causing discomfort to the occupants. The air-quality problem has been cited repeatedly in the past several years as a critical safety and health issue. A recent engineering study to determine the root of the problem recommended that the entire space be renovated. The work will include demolition and replacement of nearly all the building systems within

the area, relocation and sizing of ductwork, reconfiguration of partitions and modifications to the HVAC controls. The result will be an urgently needed improvement in the environmental conditions in which staff must work.

PROJECT TITLE: Replace Emergency Generator
INSTALLATION: National Museum of American History
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$1,000

PROJECT DESCRIPTION:

The existing emergency generator at the National Museum of American History, Behring Center does not have enough capacity to serve the full load demands of the Museum in the event of power loss. Also, the generator distribution system does not comply with national electrical codes, which require that essential and optional standby systems be segregated. Field surveys have confirmed total requirements for essential life-safety systems as well as other systems required to maintain vital security, temperature and humidity, and data/communications systems. This project will install a new generator for the building and will provide a code-compliant distribution system to connect all the needed equipment for fire and life safety as well as security, information technology and communications, and HVAC systems, to ensure protection of the collections. Failure to upgrade the generator risks loss of some systems beyond those needed for fire and life safety in the event of an extended power outage, thereby exposing the collections and critical data to possible damage or loss.

PROJECT TITLE: Correct Water Penetration/Condensation
INSTALLATION: NMAI Cultural Resource Center
LOCATION: Suitland, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars): \$650

PROJECT DESCRIPTION:

The Cultural Resource Center began to experience failures in the moisture barrier of the building envelope within the first five years after construction was completed. These leaks have put many of the collections at risk of being damaged by water infiltration. Collections often have to be covered with polyfilm sheets during rains, and remain so covered several days after heavy storms are over. Completed studies of the problem have determined that the sources of water infiltration are related to both workmanship and design oversight. Workmanship issues are being corrected as warranty work. However, often the workmanship and design issues overlap. Investigations have shown the entire roof system in some areas to be fully saturated. This project will include replacement of these sections, as well as other roof repairs, façade and window sealing, and foundation wall

repairs. Completion of this project will protect the collections and the building itself from possible damage due to continued water intrusion.

PROJECT TITLE: Replace Fire Alarm System

INSTALLATION: Quadrangle

LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$1,750

PROJECT DESCRIPTION:

The existing fire-alarm system in the Quadrangle is outdated and obsolete, making it difficult to obtain repair parts. In addition, there are accessibility and fire-code deficiencies that need to be addressed. This project will provide a modern fire-alarm system, replace outdated devices and failed/failing wiring throughout the Museum, provide additional fire-suppression protection to refrigerated storage areas and elevator machine rooms, and bring the Museum's fire protection into compliance with current fire codes. A delay in completing this work will increase the risk to the safety and health of visitors, staff, and collections in the building.

PROJECT TITLE: Replace Steam Humidification System

INSTALLATION: Quadrangle

LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$950

PROJECT DESCRIPTION:

The existing steam humidification system in the Quadrangle building is a complex system that enables control of humidity from many points throughout the building. However, the system is difficult to maintain, and the steam piping extending to the 119 terminal humidification units is subject to leaking. Leaks in gallery and collection storage spaces put valuable art items at risk. This project will simplify the system by replacing most of the terminal units with seven central humidification units. A clean water system will be installed to reduce piping blockages. Completion of this work will reduce the risk of potential damage to collections and reduce maintenance costs.

PROJECT TITLE: Construct Instrument Storage
INSTALLATION: Smithsonian Astrophysical Observatory (SAO)
LOCATION: Tucson, Arizona

FY 2007 COST ESTIMATE (Thousands of Dollars): \$900

PROJECT DESCRIPTION:

The SAO is dedicated to the ongoing development of a new generation of large optical and infrared instruments. This requires that the instruments that comprise the 6.5-meter Multiple Mirror Telescope (MMT) and other telescopes at the Fred L. Whipple Observatory be taken down and reconfigured on a continual basis. There is currently no appropriate space at the summit of Mt. Hopkins for this activity, which must take place six to eight times a year. The staff must now transport the very delicate and large instruments down the mountain by road to an alternate location to complete the necessary changes. The summit road is not fully paved and is very twisty, making movement of such equipment problematic. This project will construct a small building of 4,500 square feet to house the reconfiguration and assembly activities. The building will be just large enough to accommodate instruments the size of a small vehicle. The new building on the mountain will eliminate the risks and inefficiencies involved in transporting large, delicate instruments down the mountain, and support vital development of the telescopes.

PROJECT TITLE: Construct Wastewater Conservation, Treatment and Discharge
INSTALLATION: Smithsonian Environmental Research Center
LOCATION: Edgewater, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars): \$1,000

PROJECT DESCRIPTION:

The Smithsonian Environmental Research Center's (SERC) existing septic field is 3.75 times undersized by current Maryland Department of the Environment standards, and is failing. This project will add a modern pre-packaged wastewater treatment plant and will use innovative environmental drainage systems, to enable the continued use of the existing fields. In addition, water conservation features will be employed campus-wide to lessen demand on the new system and support SERC's mission to serve as a model for the Chesapeake Bay region. If this project is not completed, a catastrophic failure is likely, resulting in serious life-safety and environmental impacts that could shut down operations at SERC.

PROJECT TITLE: Construct Replacement of HVAC Systems
INSTALLATION: Smithsonian Environmental Research Center
LOCATION: Edgewater, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars): \$2,000

PROJECT DESCRIPTION:

A study completed in FY 2005 indicated that the vast majority of SERC's existing buildings are served by independent utility plants that should be consolidated into larger units to improve efficiency and lessen maintenance life-cycle costs. A number of the units in individual buildings are now reaching the end of their useful lives. This project includes the consolidation of HVAC units campus-wide, including the replacement of existing HVAC heat-pump units serving the Mathias and administrative buildings with a shared boiler and chiller plant. The consolidation of HVAC systems will provide modern systems serving the SERC campus, and reduce maintenance, operating, and utility costs.

PROJECT TITLE: Provide Surge Protection for Site
INSTALLATION: Silver Hill Facility
LOCATION: Suitland, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars): \$750

PROJECT DESCRIPTION:

The quality of electrical power service from the utility provider to the Silver Hill site is not very reliable or "clean." The voltage varies greatly, putting the equipment at risk from high-low-voltage burnout failure. Additionally, lightning protection is minimal, with some buildings not protected at all, and lightning storms often damage the electrical equipment. The project will install surge protection equipment to serve the entire site. Completion of this project will ensure consistent power to the site and reduce expensive and unnecessary maintenance to equipment damaged by repeated power spikes.

PROJECT TITLE: Provide Central Fire Pump
INSTALLATION: Silver Hill Facility
LOCATION: Suitland, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars): \$750

PROJECT DESCRIPTION:

When the Smithsonian received the Silver Hill facility from GSA, most of the buildings did not have fire detection or suppression. Over the years the Institution has improved the buildings and added fire systems to provide minimal protection to the collections, but water pressure is inadequate to

service sprinklers within the buildings. Past projects added fire pumps to individual buildings as they were modified. However, operation of many smaller pumps is inefficient when it comes to fuel and maintenance, and does not address the requirement for more comprehensive fire-suppression capability at the site. This project will install a single fire pump for the entire Silver Hill complex. The pump will not only enhance the fire protection in the buildings themselves, but also the pressure at the fire hydrants, improving the ability to fight fires both inside and outside the buildings. The pump will be sized to allow installation or improvement of additional fire-suppression systems as renovation of other buildings proceeds in the future. The project will greatly reduce the risk of fire damage to Smithsonian collections stored at the Silver Hill facility.

PROJECT TITLE: Renovate Suitland Space for Collection Storage
INSTALLATION: Silver Hill Facility
LOCATION: Suitland, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars): \$950

PROJECT DESCRIPTION:

The Silver Hill facility has a number of buildings that are badly deteriorated, and do not provide basic environmental conditions needed for storage of collections. Several buildings are essentially unusable for collections, yet the Institution's requirements for collections storage space increases annually. The project will renovate buildings 2–5, a total of 16,000 square feet, to correct identified deficiencies. The work will include painting, concrete repairs, and electrical service improvements. Completion of this project will allow the Institution to make more efficient use of its available collections storage space.

PROJECT TITLE: Improve Security and Façade of Tupper Building
INSTALLATION: Smithsonian Tropical Research Institute
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$525

PROJECT DESCRIPTION:

Several years ago, nearby road construction by the government of Panama required STRI to redirect vehicular and pedestrian access and circulation at its Headquarters site. However, a number of security and safety issues remain to be resolved, and the Tupper Building must be modified to restore entry from the front. This project will improve the perimeter fencing; implement anti-terrorism measures (such as modifications to the existing HVAC cooling towers, installation of physical barriers and electronic surveillance systems, and modifications to the façade); and

construct a new main entrance to the Tupper Building. A delay in completing the work would compromise overall security and safety of the site.

PROJECT TITLE: Modernize Security Systems

INSTALLATION: Multiple Locations

LOCATION: Smithsonian-wide

FY 2007 COST ESTIMATE (Thousands of Dollars): \$1,050

PROJECT DESCRIPTION:

This multi-year project will modernize the electronic security systems throughout Smithsonian facilities. Currently in progress, it began in 1998 with the modernization of software systems and monitoring stations, using funds provided to the Office of Protection Services. Further work includes the replacement of security devices, including intrusion detection, access control, and closed-circuit television (CCTV) cameras. The Institution requests \$1.05 million in FY 2007 to install CCTV and access-control security for collections storage at the MSC. Completion of the security modernization program extends through 2011, pending the availability of funds. Delay in funding this project would increase the security risk to the Institution's collections, visitors, staff, and facilities.

PROJECT TITLE: Construction Supervision and Administration

INSTALLATION: Multiple Locations

LOCATION: Smithsonian-wide

FY 2007 COST ESTIMATE (Thousands of Dollars): \$4,200 *

PRIOR YEAR FUNDING (FY 2006): \$3,500

FUTURE YEAR FUNDING (FY 2008): \$4,350

* Additional construction management staff is budgeted for the Patent Office Building renovation project (5 FTEs), the Pod 5 project (5 FTEs).

PROJECT DESCRIPTION:

This request includes staff costs for permanent construction management staff required to supervise and administer construction contracts, as well as term and temporary staff required to perform specialized work associated with revitalization projects. A total of 34 FTEs will be funded from the \$4.2 million, which includes 6 new FTEs to manage the workload in the proposed Capital Program. Twenty-nine of the 34 FTEs are construction management engineers and will cost approximately \$3.7 million in FY 2007. The engineers directly supervise construction contractors performing on-site revitalization work, exhibits construction, and other modifications in Smithsonian buildings, to be sure that quality work is

performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as Contracting Officer's Technical Representatives. These necessary "owner functions" are critical to ensure that quality work is completed safely, on time, and within budget. The 6 new FTEs will augment current construction management staff to enable the Institution to manage the larger volume of projects in the proposed FY 2007 Capital Program.

This request also funds five contract specialists providing support to all aspects of the procurement process for acquiring the necessary contract services to execute the Capital Program. These five positions will cost approximately \$500,000 in FY 2007, and will provide essential expertise to ensure the timely award of planning, design, and construction contracts for the capital program.

The Institution also seeks authority to charge Capital Program funds for travel and other incidental administration costs incurred in connection with capital projects by other staff members paid from the Salaries and Expenses appropriation. This will ensure that the true costs are accrued to each specific project, and will improve the accuracy and collection of cost information for management and reporting purposes.

CONSTRUCTION

Projects in this category represent an investment in the continuing vitality of all Smithsonian programs. The construction of the National Air and Space Museum's new Steven F. Udvar-Hazy Center at Dulles Airport and the National Museum of the American Indian on the Mall are recent examples of the vigorous spirit of public outreach that will bring more visitors in touch with their national collections. Furthermore, advances in science demand new locations for research and plant expansion to sustain increasingly complex research requirements. The Institution is also committed to providing appropriate, safe, and secure storage and care facilities for its extensive and valuable collections.

<u>Location</u>	<u>Project</u>	<u>\$(000)</u>
Museum Support Center	Construct Pod 5	5,435
TOTAL		\$5,435

PROJECT TITLE: Construct Pod 5
INSTALLATION: Museum Support Center
LOCATION: Suitland, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars):

Continue construction	\$5,435
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PRIOR YEAR FUNDING:

Facility Planning and Design	2,400	
Construction	<u>34,865</u>	
	\$37,265	<u>\$37,265</u>
Total		\$42,700*

* This total represents an estimated \$2.5 million increase in expected project costs caused by lengthening of the construction period, including escalation, extended general conditions, and changes to construction sequencing.

BUILDING BACKGROUND:

The design and construction of Pod 5 is a high-priority safety and security project. The Smithsonian has the world's largest collection of animal and botanical specimens preserved in alcohol, including a unique "type" collection of fishes that is the worldwide standard against which all fish species are compared. The irreplaceable collection of the National Museum of Natural History (NMNH) is at risk of total loss because the containers of highly flammable alcohol (with a flash point of approximately 70° F) are stored in spaces at the NMNH building on the Mall that do not meet fire-code standards. In addition, the events of September 11, 2001 have emphasized the increased need to proceed with this project.

PROJECT JUSTIFICATION:

Currently, approximately 365,000 gallons of alcohol preserve these collections in six locations in the building. In many aspects, the spaces that house these alcohol-stored collections do not comply with national fire codes. All the storage areas are interior rooms with no means to naturally ventilate them in the event of a fire, increasing the risk of explosion and making it dangerous for firefighters. The fire codes limit the size of such rooms to 500 square feet. All of the Museum's collection storage rooms far exceed this size, with several exceeding 15,000 square feet. The codes require flammable liquid-storage rooms to have liquid-tight floors and spill-proof containment or drainage, but the Museum's rooms do not. A major spill, or a fire involving the application of lots of water, will spread liquids to adjacent areas and lower floors. Codes require such rooms to be separated from adjacent spaces by fire-rated construction, and to be provided with adequately designed ventilation and fire-suppression systems. The walls, floors, and ceilings throughout this building are riddled with holes that would enable a fire to spread, the ventilation systems are inadequate, and the fire

systems could easily be overtaxed. The current alcohol storage within the building puts the entire landmark structure, the collections, Smithsonian staff, and the visiting public at risk. Renovating the existing space in the Museum to become code compliant can only be achieved through extraordinarily disruptive and costly means, and the resultant space would only house a fraction of the collections. The safest solution is the construction of a fifth pod at the Museum Support Center in Suitland, Maryland where security inside the perimeter fencing provides the lowest risk. The fifth pod will effectively isolate the alcohol collections from vulnerable, less volatile collections in nearby existing pods.

PROJECT DESCRIPTION:

The project includes a 92,500-gross-square-foot storage pod with mobile compactor shelving, a 27,000-gross-square-foot collections maintenance laboratory, and a utility and access connector to the Museum Support Center. The new addition will house the alcohol collections from NMNH and some of the scientific and curatorial staff working with those collections. Additional workspace will be obtained through miscellaneous, fire-related renovations to existing nearby laboratory spaces, as necessary. The new pod will contain three levels of storage specifically designed for large volumes of alcohol-preserved specimens in different types of containers, which will be housed in fire-rated, mobile, compactor-shelving systems. The new pod is in accordance with the approved master plan for the Suitland campus.

The Institution received \$16.8 million in FY 2004 and FY 2005, and \$18.1 million in FY 2006, to begin construction using a multi-year contracting mechanism. The Institution requests \$5.4 million in FY 2007 to complete the building. These resources include 5 FTEs approved in FY 2004 for construction management staff to supervise the construction contract.

PROGRESS TO DATE:

The Institution has awarded a design contract, and design was completed in May 2005. The Institution plans to award the construction contract in the fourth quarter of 2005. The current schedule calls for construction to be completed in 2007.

IMPACT OF DELAY:

To improve safety for staff, visitors, and the collections themselves, it is essential to provide code-compliant, secure storage for the collections preserved in alcohol as soon as possible. NMNH and its staff, visiting public, and collections remain at risk with the alcohol collections are inadequately protected within the building on the Mall.

FACILITIES PLANNING AND DESIGN

Feasibility studies, needs assessment, and design for capital projects are required before work can take place. Resources in this category include all costs for contract facility master planning, preliminary and final design for all revitalization and construction projects, special studies, and a small amount for facility engineering, capital leveraging, and research activities, similar to Department of Defense and National Aeronautics and Space Administration (NASA). The funding will enable development of project baselines, including costs, scope, and schedule, prior to receiving funding to perform the work.

In order to plan and design ahead of Capital Program execution, funding of about 10 percent of the following year's program is required each year. The funding requested for FY 2007 will provide necessary planning and design to at least the 35 percent stage for most projects included in the planned FY 2009 program, and will complete design for projects planned for FY 2008. This will move the Institution closer to meeting the National Academy of Public Administration's (NAPA) recommendation that firm baselines be established before funding requests to provide more accurate cost estimates and to enable timely award of construction contracts upon receipt of future-year funding. Funding at this level will allow the Institution to maintain momentum in modernizing its facilities over the next decade.

The Institution requests a total of \$28,600,000 for planning and design in FY 2007. These funds will be used to design several major revitalization projects (at the National Museum of Natural History, the National Zoological Park, the National Air and Space Museum, the Museum Support Center and the Hirshhorn Museum and Sculpture Garden); plan anti-terrorism modifications at several locations; and prepare numerous smaller revitalization projects. This request will also fund comprehensive facilities master planning studies, begin the programming for the new National Museum of African American History and Culture, and will allow expansion of the facilities management system that supports design of revitalization projects in existing facilities. In addition, this request includes 2 new FTEs to provide technical support for the facilities management system.

If these resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the long-range Capital Program. The result will be a significant delay in meeting the Institution's goals to return Smithsonian facilities to full functionality in the next decade.

SMITHSONIAN INSTITUTION
Fiscal Year 2007 Budget Request to OMB
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Information Technology Projects

The Exhibit 300s for the systems that follow vary in length. While they have not been provided here, they have been sent electronically to the Office of Management and Budget, along with self-evaluations of each.

Enterprise Resource Planning (ERP) System
Facilities Management System (FMS)
Art Collections Information System (ArtCIS)
National Museum of the American Indian Collections Information
 System (NMAI CIS)
National Museum of American History Collections Information
 System (NMAH CIS)
Smithsonian Institution Research and Information System (SIRIS)
National Air and Space Museum Collections Information System
 (NASM CIS)
National Museum of Natural History Research and Collections
 Information System (NMNH RCIS)
National Postal Museum Collections Information System (NPM CIS)
Smithsonian Astrophysical Observatory (SAO) Scientific Computing

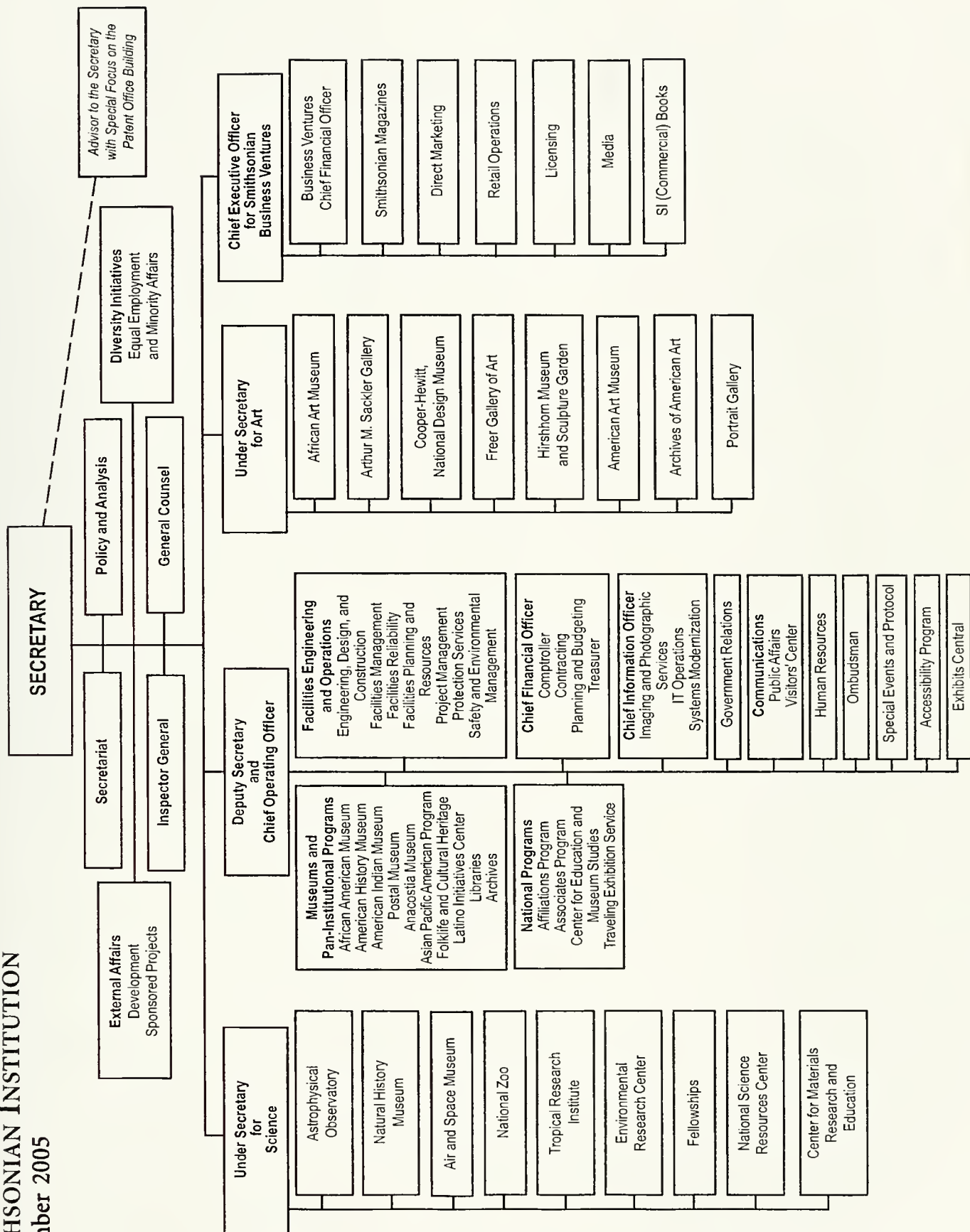
Managed Information Technology Infrastructure (MITI)

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VISITS TO THE SMITHSONIAN

FY 2000–FY 2004

<u>MUSEUM</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>
MALL					
SI Castle	1,836,963	1,857,990	1,611,325	1,126,752	1,423,028
A&I Building	868,171	1,167,490	938,107	841,019	250,743
Natural History	9,489,272	9,100,091	6,049,472	5,568,532	4,542,979
Air and Space/ Silver Hill ¹	9,008,608	9,831,447	7,568,384	10,800,305	4,586,088
American Indian ²	0	0	0	0	112,097
Freer Gallery	347,607	306,065	392,380	308,839	360,231
Sackler Gallery	224,151	192,296	212,197	163,251	186,939
African Art	234,295	214,775	179,789	166,271	169,941
Ripley Center	502,334	555,183	267,011	249,819	184,679
American History	6,261,715	5,798,993	3,994,498	2,720,327	2,848,114
Hirshhorn	951,570	731,453	687,118	625,580	668,132
OFF MALL					
American Art/ Portrait Gallery ³	176,881	0	0	0	0
Renwick	146,071	149,777	141,018	173,818	134,035
Anacostia ⁴	3,302	0	27,339	28,353	22,017
Cooper-Hewitt	150,786	136,329	142,196	141,545	141,548
American Indian ⁵	498,316	413,470	316,763	290,220	250,738
National Zoo	2,360,876	2,807,353	2,162,500	1,724,228	1,878,823
Postal	450,483	400,478	317,155	300,318	347,228
Udvar-Hazy Center ⁶	0	0	0	0	1,490,750
TOTAL	33,511,401	33,663,190	25,007,252	25,229,177	19,598,110

¹ Installation of magnetometers in October 2003 resulted in more accurate visitor counts at NASM.

² The National Museum of the American Indian on the Mall opened to the public in September 2004.

³ Closed to the public January 2000 through present.

⁴ Closed to the public December 1999 through February 2002.

⁵ Includes the George Gustav Heye Center, which opened in 1994, and the Cultural Resources Center, which opened in April 2000.

⁶ The Udvar-Hazy Center at Dulles opened to the public in December 2003.

SMITHSONIAN INSTITUTION

Facilities Capital Program

Detail of

FY 2006 - FY 2011 Program

FY 2007 OMB Request

Prepared by the
Office Of Facilities Engineering and Operations

September 2005

Definitions

FACILITIES CAPITAL PROGRAM *	
REVITALIZATION	
	Revitalization activities correct extensive and serious deficiencies, materially extend service life, and often add capital value.
Major Projects	
	Projects in this category are generally "whole house" renovations of existing buildings to replace major building systems and equipment, to extend service life and add capital value. Also includes modernization and upgrade work to incorporate new codes and standards. Most projects in this category will exceed \$5 million in total cost, and will be identified and described separately in budget submissions.
Other Revitalization Projects	
	Projects in this category are smaller in scale than major projects, usually involving single building systems or pieces of equipment. Work includes correcting extensive and serious facilities deficiencies to materially extend the service life of systems and components. Projects usually cost between \$100,000 and \$5 million.
CONSTRUCTION	
	Construction or acquisition (other than by lease) of additional physical plant assets, and renovation of newly acquired facilities to ready them for use. Projects in this category will be individual line items in the budget request.
FACILITIES PLANNING AND DESIGN	
	Identification and analysis of long-range revitalization and expansion needs, preparation of master plans, and design of specific capital program projects.

* NOTE: Routine maintenance and repair work is no longer included in the Capital Program.

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Category	Priority	Project	FY05	FY07	FY08	FY09	FY10	FY11 Outyears	FY06-Outyrs Total
Arts and Industries Building										
DC - Mail	FPD	1	Design Arts & Industries Building Restoration	0	0	0	0	0	0	10,000
DC Mail	MR	1	Close Building and Relocate Staff and Collections	5,800	0	0	1,300	0	0	7,100
DC - Mail	MR	1	Restore Arts & Industries Building	0	0	0	0	0	0	182,000
			Subtotal: AIB	5,800	0	0	1,300	0	0	222,545
Anacostia Museum										
DC - Anacostia	DR	4	Install Cold Storage Unit	0	0	0	0	50	0	50
DC - Anacostia	DR	5	Expand Gallery Spaces	0	0	0	0	0	500	500
			Subtotal: AM	0	0	0	0	50	500	550
Cooper Hewitt Museum										
New York, NY	DR	1	Rehabilitate & Waterproof Terrace	0	550	0	0	0	0	550
New York, NY	OR	2	Upgrade Mansion Electric Distribution & Exterior Lighting	0	0	4,000	0	0	0	4,000
New York, NY	DR	2	Replace Mansion Boilers	0	400	0	0	0	0	400
New York, NY	DR	2	Complete Miller-Fox Renovation	0	0	1,650	0	0	0	1,650
New York, NY	DR	2	Stabilize Mansion Sidewalks	0	0	450	0	0	0	450
New York, NY	DR	3	Stabilize Garden Stairwalls	0	0	0	0	0	0	900
New York, NY	DR	4	Stabilize Mansion Fence	0	0	0	0	0	0	600
			Subtotal: CHM	0	950	6,100	0	0	0	8,550
Freer Gallery of Art										
DC - Mail	FPD	4	Design Replace/Restore Roof & Exterior	0	0	0	1,000	0	0	1,000
DC - Mail	MR	4	Replace/Restore Roof & Exterior	0	0	0	0	10,000	0	10,000
DC - Mail	DR	2	Upgrade Fire Alarm System	0	2,000	0	0	0	0	2,000
DC - Mail	OR	2	Replace Roof	0	0	850	0	0	0	850
DC - Mail	OR	3	Upgrade Exit Stairs & Shafts Enclosures	0	0	0	0	0	0	600
DC - Mail	DR	3	Upgrade Accessible Entrance & Corridor	0	0	0	0	0	0	600
DC - Mail	OR	4	Clean Agent Fire Protection System in Collections Storage	0	0	0	0	0	0	500
DC - Mail	OR	4	Replace Gallery Lighting Systems	0	0	0	0	0	0	350
DC - Mail	DR	4	Correct Courtyard Window & Door Condensation	0	0	0	0	0	0	150
			Subtotal: FGA	0	2,000	850	1,000	10,000	0	16,050

MR = Major Revitalization; OR = Other Revitalization; Con = Construction; FPD = Facilities Planning and Design

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM
Program by Building

\$(000)s

Campus	Category	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11	Outyears	FY06-Outyrs Total
Hirshhorn Museum and Sculpture Garden											
DC - Mall	FPD	3	Design Restore & Waterproof Plaza & Foundation Walls	0	2,000	0	0	0	0	0	2,000
DC - Mall	MR	3	Restore & Waterproof Plaza & Foundation Walls	0	0	0	0	20,000	0	0	20,000
DC - Mall	MR	4	Rehabilitate 4th Floor	0	0	0	0	8,500	0	0	8,500
DC - Mall	OR	1	Correct Exterior Structure Leaks	0	3,100	0	0	0	0	0	3,100
DC - Mall	OR	2	Renovate Front Entrance	0	0	1,400	0	0	0	0	1,400
DC - Mall	OR	2	Rehabilitate Sculpture Garden	0	0	2,000	0	0	0	0	2,000
DC - Mall	OR	3	Improve Fire Suppression in Collection Storage	0	0	0	0	0	1,000	0	1,000
DC - Mall	OR	3	Restore Fountain Outer Bowl	0	0	0	0	0	0	0	500
DC - Mall	OR	4	Replace Roof	0	0	0	0	0	0	0	2,000
DC - Mall	OR	5	Improve Mall Master Raceway	0	0	0	0	0	0	0	300
Subtotal: HMSG				0	5,100	3,400	0	28,500	0	3,800	40,800

Museum Support Center

Suitland, MD	FPD	2	Design Pod 3 Renovation	0	1,000	0	0	0	0	0	1,000
Suitland, MD	FPD	2	Design Mechanical & Electrical Systems Upgrade	0	0	0	0	0	0	0	4,000
Suitland, MD	FPD	3	Design Pod 6 Construction	0	0	0	0	0	0	0	5,000
Suitland, MD	MR	2	Renovate Pod 3	0	0	25,000	0	0	0	0	25,000
Suitland, MD	MR	2	Upgrade Mechanical & Electrical Systems	0	0	0	0	0	0	0	20,000
Suitland, MD	OR	1	Improve Fire Detection & Protection	0	2,600	0	0	0	0	0	2,600
Suitland, MD	OR	1	Install 10" Water Meter	250	0	0	0	0	0	0	250
Suitland, MD	OR	1	Replace Main Switchgear	0	350	0	0	0	0	0	350
Suitland, MD	OR	2	Replace Steam Condensate System	0	2,500	0	0	0	0	0	2,500
Suitland, MD	OR	3	Emergency Generator Improvements	0	150	0	0	0	0	0	150
Suitland, MD	OR	3	Botany Greenhouse Improvements	0	50	0	0	0	0	0	50
Suitland, MD	OR	3	Osteoprap Lab Freezer Shed & Emergency Generator	0	0	0	200	0	0	0	200
Suitland, MD	OR	3	Fume Hood Improvements	0	0	0	200	200	100	0	500
Suitland, MD	OR	4	Lab Modernizations	0	0	0	100	150	150	0	400
Suitland, MD	CON	1	Construct Pod 5 (includes 5 FTE)	18,100	5,435	0	0	0	0	0	23,535
Suitland, MD	CON	3	Construct Pod 6	0	0	0	0	0	0	0	45,000
Subtotal: MSC				18,350	12,085	25,000	500	350	250	74,000	130,535

Multiple Site Projects

All Facilities	FPD	1	Design Anti-Terrorism Modifications	1,000	2,000	3,600	800	0	0	0	7,400
All Facilities	FPD	1	Facility Planning and Design, Revitalization	3,150	3,600	3,000	3,000	3,000	3,000	3,000	21,750

MR = Major Revitalization; OR = Other Revitalization; Con = Construction; FPD = Facilities Planning and Design

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Category	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11 Outyears	FY06-Outyrs Total
All Facilities	FPD	3	A&M Planning and Design, inc. Const. Planning	0	500	600	600	600	600	3,500
All Facilities	FPD	3	Real Property and Space Utilization Studies	250	250	250	250	250	250	1,750
All Facilities	FPD	3	Comprehensive Facilities Master Planning Studies	600	2,100	2,100	1,800	2,000	1,200	19,800
All Facilities	FPD	3	Facilities Management System (includes 2 FTE)	0	1,500	0	0	0	0	1,500
All Facilities	MR	1	Construct/Install Anti-Terrorism Protection	7,900	13,200	14,900	25,000	18,300	25,000	104,300
All Facilities	OR	1	Construction S&A (INCLUDES 28 FTE)	3,500	3,600	3,700	3,800	3,900	4,000	26,600
All Facilities	OR	1	Construction S&A (INCREASE 6 FTE for 160M program)	0	600	650	700	750	800	4,350
All Facilities	OR	1	Miscellaneous Capital Repair	2,600	3,554	4,005	4,050	4,020	5,045	27,774
All Facilities	OR	1	Reprographics and Library	500	500	500	500	500	500	3,500
All Facilities	OR	1	Provide Guard Services, All Locations	300	300	300	300	300	300	2,100
Suitland, MD	OR	1	Upgrade Fire Mains, All Suitland	400	0	0	0	0	0	400
All Facilities	OR	2	Modernize Security Systems	0	1,050	3,775	1,750	0	3,000	12,275
All Facilities	OR	3	Install Backflow Prevention	0	0	3,500	0	0	0	3,500
Apollo Dr	OR	3	Complete Outfitting of Apollo Drive	0	0	500	0	0	0	500
			Subtotal: MULTI	20,200	32,754	41,380	42,550	33,620	43,695	240,999

National Air and Space Museum

OC - Mall	FPO	2	Design Mechanical System, Basement & 3rd Floor	0	6,000	0	0	0	0	6,000
DC - Mall	MR	2	Replace Electrical Systems	0	10,000	0	0	0	0	10,000
OC - Mall	MR	2	Replace Mechanical Systems	0	0	0	50,000	0	0	50,000
DC - Mall	OR	1	Fire Alarm Upgrade	4,950	0	0	0	0	0	4,950
DC - Mall	OR	1	Waterproof Terrace at Perimeter	0	1,500	0	0	0	0	1,500
DC - Mall	OR	1	Replace Exterior Storefront Doors, Main Entry	0	750	0	0	0	0	750
DC - Mall	OR	2	P-719 Renovate HVAC/Improve Indoor Air Quality	0	1,275	0	0	0	0	1,275
DC - Mall	OR	2	P-703 Renovate HVAC/Improve Indoor Air Quality	0	0	1,500	0	0	0	1,500
DC - Mall	OR	2	Replace Ramsey Room Halon System	0	200	0	0	0	0	200
OC - Mall	OR	2	P-700 Renovate HVAC/Improve Indoor Air Quality	0	0	1,125	0	0	0	1,125
DC - Mall	OR	2	3700 Renovate HVAC/Improve Indoor Air Quality	0	0	1,400	0	0	0	1,400
DC - Mall	OR	2	Replace Condensate System	0	700	0	0	0	0	700
DC - Mall	OR	3	Upgrade Accessible Egress (Interior)	0	0	0	0	250	0	250
OC - Mall	OR	3	Complete Irrigation System @ Jefferson Drive	0	0	0	0	100	0	100
OC - Mall	OR	3	Replace Irrigation and Water Supply for Flight Garden	0	0	0	0	320	0	320
OC - Mall	OR	3	Repair Delta Solar Reflection Pool	0	0	0	0	0	0	200
DC - Mall	OR	3	3500 Cooling Tower Well Infill with IT Offices/Equipment Room	0	0	0	0	0	0	1,000
DC - Mall	OR	4	Replace Dimmers/Ceiling In Theater	0	0	0	0	0	0	200
			Subtotal: NASM	4,950	20,425	4,025	50,000	670	1,400	81,470

MR = Major Revitalization; OR = Other Revitalization; Con = Construction; FPD = Facilities Planning and Design

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Category	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11	Outyears	FY06-Outyrs Total
National Museum of African American History and Culture											
DC-Mall	FPD	2	Programming/Planning for NMAAHC	0	2,000	0	0	0	0	0	2,000
DC-Mall	FPD	2	Design National Museum of African American History & Cultur	0	TBO	TBO	TBD	TBD	0	TBD	TBO
DC-Mall	CON	2	Construct National Museum of African American History & Cul	0	TBD	TBD	TBD	TBD	0	TBD	TBD
			Subtotal: NMAAHC	0	2,000	0	0	0	0	0	2,000
National Museum of American History											
DC - Mall	FPD	2	Design Renewal of West Wing *	0	0	0	0	0	0	4,000	4,000
DC - Mall	FPD	2	Design Renewal of East Wing *	0	0	0	0	0	0	3,000	3,000
DC - Mall	FPD	4	Design Renewal of Non - Public Space	0	0	0	0	0	0	5,000	5,000
DC - Mall	MR	2	Renew Public Space - Package II	1B,400	13,100	0	0	0	0	0	0
DC - Mall	MR	2	Renew West Wing *	0	0	0	0	0	0	45,500	45,500
DC - Mall	MR	2	Renew East Wing *	0	0	0	0	0	0	29,300	29,300
DC - Mall	MR	4	Renew Non - Public Space	0	0	0	0	0	0	45,000	45,000
DC - Mall	OR	1	Replace Chillers	0	0	4,500	3,600	3,500	0	0	11,600
DC - Mall	OR	2	Replace Emergency Generator	0	1,000	0	0	0	0	0	1,000
DC - Mall	OR	2	Replace Fifth Floor Windows	0	0	B50	0	0	0	0	850
DC - Mall	OR	2	Replace Window Walls	0	0	0	3,500	0	3,500	0	7,000
DC - Mall	OR	2	Replace Air Handler 4th, 5th & Lower L	0	0	0	700	0	0	700	1,400
DC - Mall	OR	1	Replace Domestic Potable Water Supply	0	200	0	0	0	0	0	200
DC - Mall	OR	2	Provide Sidewalks at Emergency Exits	0	275	0	0	0	0	0	275
DC - Mall	OR	3	Repair Constitution Avenue Entry	0	0	250	0	0	0	0	250
DC - Mall	OR	3	Removal of the Snow Melt System	0	0	0	0	750	0	0	750
DC - Mall	OR	3	Prevent Ground Water Infiltration	0	0	0	0	550	0	0	550
			Subtotal: NMAH	1B,400	14,575	5,600	7,800	4,800	3,500	132,500	197,175
National Museum of the American Indian											
Suitland, MD	OR	2	Correct Water Penetration/Condensation, CRC	0	650	0	0	0	0	0	650
DC - Mall	OR	2	Replace/improve Museum Shop Security Grilles (SBV7)	0	0	0	0	0	450	0	450
DC - Mall	OR	2	Upgrade Building Automation System & Fire Alarm Integration	0	0	200	0	0	0	0	200
DC - Mall	OR	3	Door/Window Access Improvements	0	0	350	0	0	0	0	350
New York, NY	OR	3	Improve GGHC Accessibility	0	0	0	B0	0	0	0	B0
Suitland, MO	OR	3	Supplemental Cooling for IT Room-DELETE do in FY05	0	0	0	0	0	0	0	0
DC - Mall	OR	5	Modify Loading Dock and Freight Elevator Access	0	0	0	0	250	0	0	250
			Subtotal: NMAI	0	650	550	B0	250	450	0	1,980

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Category	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11	Outyears	FY06-Outyrs Total
National Museum of Natural History											
DC - Mall	FPD	2	Design Ongoing Revitalization	3,000	3,000	3,000	3,000	3,000	3,000	9,000	27,000
DC - Mall	MR	2	Renovate Halls 7W, 8, 9, 10 & GF (CH Phase II)	8,900	0	0	0	0	0	0	8,900
DC - Mall	MR	2	Renovate HVAC, West Wing Basement	3,500	4,450	0	0	0	0	0	7,950
DC - Mall	MR	2	Replace Main Building Fire Pump	400	0	0	0	0	0	0	400
DC - Mall	MR	2	Renovate HVAC & Collections Areas, SW Main 3 (Ph IIC)	0	5,500	0	0	0	0	0	5,500
DC - Mall	MR	2	Renovate Halls 27 - 30	0	7,500	0	0	0	0	0	7,500
DC - Mall	MR	1	Install New Interior Handrails, Rotunda	0	500	0	0	0	0	0	500
DC - Mall	MR	2	Changes to Rotunda Area Lighting	0	500	0	0	0	0	0	500
DC - Mall	MR	2	Replace Elevators	0	2,000	5,000	2,000	0	0	0	9,000
DC - Mall	MR	2	Renovate Main Building Windows/Entrances (incl. Hall 30)	0	3,500	3,250	0	3,750	0	2,000	12,500
DC - Mall	MR	2	Renovate Air Towers/Balance Air Supply	0	2,000	0	4,000	0	0	0	6,000
DC - Mall	MR	2	Renovate Utility Tunnels	0	1,500	2,000	0	0	0	0	3,500
DC - Mall	MR	2	Renovate Stair Towers/Fire Egress (10 total)	0	1,750	2,250	0	0	0	0	4,000
DC - Mall	MR	2	Renovate (LAB) Basement/Ground Floor East Wing (Ph I, Baser	0	0	8,700	0	0	0	0	8,700
DC - Mall	MR	2	Renovate SE Main Ground Floor/Mezzanine (Ph 1)	0	0	6,000	0	0	0	0	6,000
DC - Mall	MR	2	Renovate First Floor West Wing (former alcohol storage)	0	0	2,800	3,700	0	0	0	6,500
DC - Mall	MR	2	Renovate NE 3 Main	0	0	0	3,500	0	0	0	3,500
DC - Mall	MR	2	Renovate Baird Auditorium	0	0	0	2,500	0	0	0	2,500
DC - Mall	MR	2	Finish Renovations to Hall 12	0	0	0	1,500	0	0	0	1,500
DC - Mall	MR	2	Renovate Basement East Court	0	0	0	2,000	0	0	0	2,000
DC - Mall	MR	2	Renovate Halls 2-6 (Dinosaurs)	0	0	0	8,800	6,200	0	0	15,000
DC - Mall	MR	2	Revovate Hall 26	0	0	0	1,000	3,000	0	0	4,000
DC - Mall	MR	2	Renovate (LAB) Basement/Ground Floor East Wing (Ph II, Grd f	0	0	0	0	7,300	0	0	7,300
DC - Mall	MR	2	Renovate 3 WW	0	0	0	0	6,500	0	0	6,500
DC - Mall	MR	2	Renovate 1 EW	0	0	0	0	3,250	4,250	0	7,500
DC - Mall	MR	2	Renovate Southeast Main Ground Floor//Mezzanine (Ph II (L))	0	0	0	0	0	3,000	0	3,000
DC - Mall	MR	2	Renovate Northeast Main GF/Mezz (w/SEEC addition)	0	0	0	0	0	6,500	0	6,500
DC - Mall	MR	2	SEEC Addition	0	0	0	0	0	1,700	0	1,700
DC - Mall	MR	2	Renovate SW Main GF/Mezz	0	0	0	0	0	6,500	0	6,500
DC - Mall	MR	2	Renovate 4 WW (FY10)	0	0	0	0	0	7,000	0	7,000
DC - Mall	MR	2	Renovate 2 EW (FY10)	0	0	0	0	0	0	0	0
DC - Mall	MR	2	Renovate Halls 28/29	0	0	0	0	0	0	0	0
DC - Mall	MR	2	Renovate NW Main GF/Mezz	0	0	0	0	0	0	0	0
DC - Mall	MR	2	Renovate 5 WW (FY11)	0	0	0	0	0	0	0	0
DC - Mall	MR	2	Renovate 3 EW (FY11)	0	0	0	0	0	0	0	0
DC - Mall	MR	2	Renovate 2 WW (FY12)	0	0	0	0	0	0	0	0
DC - Mall	MR	2	Renovate 6 EW (FY12)	0	0	0	0	0	0	0	0
DC - Mall	MR	2	HVAC Renov Halls 21 & 22 (FY12)	0	0	0	0	0	0	0	0
DC - Mall	MR	2	HVAC Renov Attic Rotunda & Ceiling (FY13)	0	0	0	0	0	0	0	0
DC - Mall	MR	2	HVAC Renov G WW (FY13)	0	0	0	0	0	0	0	0
DC - Mall	MR	2	HVAC Renov 1 EC (FY13)	0	0	0	0	0	0	0	0

MR = Major Revitalization; OR = Other Revitalization; Con = Construction; FPD = Facilities Planning and Design

Program by Building

EV06-Cultvrs

National Zoological Park

MR = Major Revitalization; OR = Other Revitalization; Con = Construction; FPD = Facilities Planning and Design

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Category	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11	Outyears	FY06-Outyrs Total
OC - Rock Creek	OR	2	Improve Animal Pools & Containment Systems Maint??	0	500	500	500	500	500	500	3,000
DC - Rock Creek	OR	2	Replace Greenhouse	0	0	200	0	0	0	0	200
DC - Rock Creek	OR	1	Replace Hay Storage Facility	0	500	0	0	0	0	0	500
OC - Rock Creek	OR	2	OPS: Install Emerg Voice NZP	0	0	0	0	0	0	2,500	2,500
DC - Rock Creek	OR	3	Relocate NZP server room to DCB Bldg	0	0	900	0	0	0	0	900
OC - Rock Creek	OR	3	Renovate Visitors Center Offices & Board Room	0	0	0	500	0	0	0	500
OC - Rock Creek	OR	3	Renovate GSB office space	0	0	0	0	500	0	0	500
DC - Rock Creek	OR	3	Renovate DCB & Vet Hospital staff spaces	0	0	0	0	500	0	0	500
OC - Rock Creek	OR	4	Stabilize Holt House	0	0	0	0	0	0	500	500
Front Royal, VA	CON	5	Construct Lab/Office Building *	0	0	0	0	0	0	10,000	10,000
Subtotal: NZP				13,524	27,900	19,100	29,200	26,100	26,100	98,500	240,424

Patent Office Building: Smithsonian American Art Museum, National Portrait Gallery

DC - Gallery Place	OR	3	Upgrade Landscape	0	0	400	0	0	0	0	400
Subtotal: POB				0	0	400	0	0	0	0	400

Quadrangle: National Museum of African Art, Sackler Gallery, Ripley Center

DC - Mall	FPD	5	Design Roof Replacement	0	0	0	4,000	1,000	0	0	5,000
DC - Mall	FPD	5	Design Mechanical & Electrical System Replacement	0	0	0	0	850	0	0	850
DC - Mall	MR	5	Replace Roof	0	0	0	0	0	56,000	0	56,000
DC - Mall	MR	5	Replace Mechanical & Electrical Systems	0	0	0	0	0	8,500	0	8,500
DC - Mall	OR	2	Replace Fire Alarm System	0	1,750	0	0	0	0	0	1,750
DC - Mall	OR	2	Replace Steam Humidification System	0	950	0	0	0	0	0	950
DC - Mall	OR	4	Connect GSA Chilled Water System	0	0	0	0	0	0	1,000	1,000
OC - Mall	OR	4	Clean Agent Fire Protection System in Collections Storage, Sar	0	0	0	0	0	0	500	500
DC - Mall	OR	5	Repair Interior Stone	0	0	0	0	0	0	250	250
Subtotal: QUAD				0	2,700	0	4,000	1,850	64,500	1,750	74,800

Renwick Gallery

OC - Lafayette Park	FPO	3	Design Major Restoration	0	0	0	4,000	0	0	0	4,000
DC - Lafayette Park	MR	3	Restore Renwick Gallery	0	0	0	0	25,000	0	0	25,000
DC - Lafayette Park	OR	2	Replace Ceiling in Gallery 104	0	0	250	0	0	0	0	250

MR = Major Revitalization; OR = Other Revitalization; Con = Construction; FPD = Facilities Planning and Design

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

<i>Campus</i>	<i>Category</i>	<i>Priority</i>	<i>Project</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>FY11</i>	<i>Outyears</i>	<i>FY06-Outyrs</i> <i>Total</i>
OC - Lafayette Park	OR										
DC - Lafayette Park	OR	2	Repair Entrance Stairs	0	0	200	0	0	0	0	200
DC - Lafayette Park	OR	2	Remediate HVAC & Electrical Systems	0	0	500	0	0	0	0	500
DC - Lafayette Park	OR	3	Repair Exterior Stone Joints	0	0	500	0	500	0	0	1,000
			Subtotal: RGA	0	0	1,450	4,000	25,500	0	0	30,950
Silver Hill Facility											
Suitland, MD	OR	2	Design Renovation/Replacement of Building 27	0	450	0	0	0	0	0	450
Suitland, MD	FPD	5	Design Infrastructure Revitalization	0	0	0	0	0	0	2,000	2,000
Suitland, MO	MR	5	Revitalize Infrastructure	0	0	0	0	0	0	21,000	21,000
Suitland, MD	OR	1	Upgrade Fire Alarm System	500	0	0	0	0	0	0	500
Suitland, MO	OR	1	Repair Building 10 Roof (can we do while occupied?)	0	500	0	0	0	0	0	500
Suitland, MO	OR	2	Provide Surge Protection for Site	0	750	0	0	0	0	0	750
Suitland, MD	OR	2	Improve Environmental Conditions, Bldg 21	0	0	150	0	0	0	0	150
Suitland, MD	OR	2	Improve Environmental Conditions, Bldgs... 15/16/18	0	0	0	0	0	0	7,700	7,700
Suitland, MD	OR	2	Repair HVAC, Buildings 22 & 23	0	0	600	0	0	0	0	600
Suitland, MD	OR	2	Horticulture Support Building Fire Egress	0	95	0	0	0	0	0	95
Suitland, MD	OR	2	Provide Central Fire Pump	0	750	0	0	0	0	0	750
Suitland, MD	OR	2	Renovate/Replace Building 27 (Swing Space for 15/16/18)	0	500	2,200	0	0	0	0	2,700
Suitland, MO	OR	3	Renovate Buildings 7 & 31	0	0	0	0	250	0	0	250
Suitland, MD	OR	3	Renovate Suitland Space for Collection Storage	0	950	0	0	0	0	0	950
			Subtotal: SHF	500	3,995	2,950	0	250	0	30,700	38,395

Smithsonian Astrophysical Observatory

Tucson, AZ	OR	1	Replace Guardrails, Mt. Hopkins Road	0	500	0	0	0	0	0	500
Tucson, AZ	OR	1	Install New Large Water Tank	0	500	0	0	0	0	0	500
Tucson, AZ	OR	2	Improve Domestic Water System	0	350	0	0	0	0	0	350
Hawaii	OR	1	Improve Fire Safety, SMA	0	150	0	0	0	0	0	150
Cambridge, MA	OR	2	Install Fire Protection Sprinklers, Cambridge Buildings	0	0	2,000	0	0	0	1,000	3,000
Tucson, AZ	OR	2	Install Microwave Link Summit to Tucson	0	0	200	0	0	0	0	200
Tucson, AZ	OR	2	Repair/Replace Summit Dorm	0	0	0	0	0	0	3,000	3,000
Tucson, AZ	OR	2	Repair/Improve Whipple Road	0	0	0	0	0	1,000	1,000	2,000
Tucson, AZ	OR	3	Replace FM Repeater	0	0	0	0	60	0	0	60
Tucson, AZ	OR	3	Long Term MMT Instrument Accommodation	0	0	0	0	0	0	200	200
Tucson, AZ	OR	3	Construct Instrument Storage	0	900	0	0	0	0	0	900
Hawaii	OR	3	Complete Hilo Base Building Facility	0	0	0	0	0	600	0	600
Hawaii	OR	3	Construct Expans'n of Summit Facility for Add'l Lab Space	0	0	0	500	0	0	0	500
Hawaii	OR	3	Construct SMA Lab Space	0	0	0	0	60	0	0	60

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)'s

Campus	Category	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11	Outyears	FY06-Outyrs Total
Tucson, AZ	OR	4	Construct Visitor's Expansion	0	0	0	0	200	0	0	200
Tucson, AZ	OR	4	Replace HVAC	0	0	0	0	0	0	500	500
Tucson, AZ	CON	1	VERITAS Control Building	0	0	0	0	0	0	0	0
Hawaii	CON	3	Construct Hilo Control Building Extension *	0	0	0	0	0	0	1,000	1,000
			Subtotal: SAO	0	2,400	2,200	500	320	1,600	6,700	13,720

Smithsonian Environmental Research Center

Edgewater, MD	OR	1	Construct Wastewater Conservation, Treatment & Discharge	0	1,000	0	0	0	0	0	1,000
Edgewater, MD	OR	2	Construct Replacement of HVAC Systems	0	2,000	0	0	0	0	0	2,000
Edgewater, MD	OR	3	Construct Renovation of Schmidt Building	0	0	0	0	0	0	1,500	1,500
Edgewater, MD	OR	3	Install Utility Connection to Waterfont	0	0	0	0	0	0	1,000	1,000
Edgewater, MD	OR	3	Construct Improvements to Entrance Road	0	0	1,600	0	0	0	0	1,600
Edgewater, MD	OR	3	Construct Repair Corn Island Facilities	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	OR	3	Construct Improvements to Signage, Security & Accessibility	0	0	0	0	0	600	0	600
Edgewater, MD	OR	3	Construct ADA Trail System Improvements	0	0	0	500	0	0	0	500
Edgewater, MD	CON	3	Construct Mathias Lab Modules (Replace Trailers) *	0	0	10,000	0	0	0	0	10,000
Edgewater, MD	CON	3	Construct Alcohol Storage Building *	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	CON	3	Construct Annex to Reed Center *	0	0	0	0	0	0	1,500	1,500
Edgewater, MD	CON	3	Construct Auditorium *	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	CON	3	Construct Library *	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	CON	3	Construct New Lab Building *	0	0	0	0	0	0	12,000	12,000
			Subtotal: SERC	0	3,000	11,600	500	0	600	24,000	39,700

Smithsonian Institution Building (Castle)

DC - Mall	FPD	2	Design Restoration Project	0	0	0	0	0	0	12,000	12,000
DC - Mall	MR	2	Renovate Smithsonian Castle	0	0	0	0	0	0	75,000	75,000
DC - Mall	OR	1	Replace Electrical Switchboard & Network Protector	0	450	0	0	0	0	0	450
			Subtotal: SIB	0	450	0	0	0	0	87,000	87,450

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM
Program by Building
 \$(000)s

<i>Campus</i>	<i>Category</i>	<i>Priority</i>	<i>Project</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>FY11 Outyears</i>	<i>FY06-Outyrs Total</i>
Smithsonian Tropical Research Institute										
Panama	FPD	1	Gamboa Development (design of first building only in FY 2007)	0	1,200	0	0	0	0	1,200
Panama	MR	1	Gamboa Development (land purchase in FY 2007)	0	2,046	6,000	1,235	1,800	1,755	12,836
Panama	OR	2	Improve Security & Facade Tupper Bldg(Main Entrance and 20	0	525	0	0	0	0	525
Panama	OR	2	Improve BCI Emergency Evacuation (Helipad) & Erosion Contro	0	0	250	0	0	0	250
Panama	OR	2	Relocate Culebra Admin Offices/Resolve Serious Leaks	0	0	225	0	0	0	225
Panama	OR	2	Provide Back Up Chiller Unit Tupper/Tivoli Complex	0	245	0	0	0	0	245
Panama	OR	3	Extend Covered Walks to General Services Building	0	0	120	0	0	0	120
Panama	OR	3	Construct New Rock Breakwater, Naos	0	0	905	0	0	0	905
Panama	OR	2	Improve Façade Alf Naos Buildings - w New Fence	0	0	350	0	0	0	350
Panama	OR	2	Replace Tramway, BCI	0	0	445	0	0	0	445
Panama	OR	2	Improve Fence Gamboa (Vanderburgh)	0	0	150	0	0	0	150
Panama	OR	2	Install New Elevator, Tupper Lab Building	0	0	400	0	0	0	400
Panama	OR	2	Repair/Replace Diving Locker and Boat Shop area, Naos	0	0	225	0	0	0	225
Panama	OR	2	Improve Communications/OIT Systems	0	0	225	0	0	0	225
Panama	OR	2	Relocate Boat Maintenance Operations from BCI to Gamboa	0	0	0	135	0	0	135
Panama	OR	3	Repair/Replace Dormitories Galeta	0	0	0	0	250	0	250
Panama	OR	3	Construct Additional Dorm Space Bocas	0	0	450	0	0	0	450
Panama	OR	3	Construct New Galeta Conference Center	0	0	0	175	0	0	175
Panama	OR	3	Relocate Exhibits, Classrooms, Lunchroom Bocas	0	0	0	125	0	0	125
Panama	OR	3	Construct new Bookstore Tupper (A&M)	0	0	0	0	200	0	200
Panama	OR	3	Construct New Mangrove Walkway Bocas (A&M)	0	0	0	0	300	0	300
Panama	OR	4	New Visitor's Center Tupper (A&M)	0	0	0	0	0	90	90
Subtotal: STRI				0	4,016	9,745	1,670	2,550	1,755	19,826
Steven F. Udvar-Hazy Center										
Chantilly, VA	FPD	4	Design Roof Replacement	0	0	0	0	0	500	500
Chantilly, VA	MR	4	Roof Replacement	0	0	0	0	0	5,000	5,000
Chantilly, VA	OR	4	Install Snow Mitigation	0	0	0	0	0	3,000	3,000
Chantilly, VA	OR	4	Upgrade Emergency Power	0	0	0	0	0	1,000	1,000
Subtotal: Hazy				0	0	0	0	0	9,500	9,500

TOTAL, FACILITIES CAPITAL				99,524	167,200	168,500	175,800	168,300	175,000	803,840	1,791,609
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SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category \$(000s)

Campus	Location	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11	Outyears	FY06-Outyrs	Total
Major Revitalization												
DC - Mail	A18	1	Close Building and Relocate Staff and Collections	5,800	0	0	1,300	0	0	0	7,100	
DC - Mail	A18	1	Restore Arts & Industries Building	0	0	0	0	0	0	182,000	182,000	
DC - Mail	FGA	4	Replace/Restore Roof & Exterior	0	0	0	0	10,000	0	0	10,000	
DC - Mail	HMSG	3	Restore & Waterproof Plaza & Foundation Walls	0	0	0	0	20,000	0	0	20,000	
DC - Mail	HMSG	4	Rehabilitate 4th Floor	0	0	0	0	8,500	0	0	8,500	
Suitland, MD	MSC	2	Renovate Pod 3/Collections Storage Improvements	0	0	25,000	0	0	0	0	25,000	
Suitland, MD	MSC	2	Upgrade Mechanical & Electrical Systems	0	0	0	0	0	0	20,000	20,000	
All Facilities	MULTI	1	Construct/Install Anti-Terrorism Protection	7,900	13,200	14,900	25,000	18,300	25,000	0	104,300	
DC - Mail	NASM	2	Replace Electrical Systems	0	10,000	0	0	0	0	0	10,000	
DC - Mail	NASM	2	Replace Mechanical Systems	0	0	0	50,000	0	0	0	50,000	
DC - Mail	NMAH	2	Renew Public Space - Package II	18,400	13,100	0	0	0	0	0	31,500	
DC - Mail	NMAH	2	Renew West Wing *	0	0	0	0	0	0	45,500	45,500	
DC - Mail	NMAH	2	Renew East Wing *	0	0	0	0	0	0	29,300	29,300	
DC - Mail	NMAH	4	Renew Non - Public Space	0	0	0	0	0	0	0	45,000	
DC - Mail	NMAH	1	Install New Interior Handrails, Rotunda	0	500	0	0	0	0	0	500	
DC - Mail	NMNH	2	Renovate Halls 7W, 8, 9, 10 & GF (CH Phase II)	8,900	0	0	0	0	0	0	8,900	
DC - Mail	NMNH	2	Renovate HVAC, West Wing Basement	3,500	4,450	0	0	0	0	0	7,950	
DC - Mail	NMNH	2	Replace Main Building Fire Pump	400	0	0	0	0	0	0	400	
DC - Mail	NMNH	2	Renovate HVAC & Collections Areas, SW Main 3 (Ph IIC)	0	5,500	0	0	0	0	0	5,500	
DC - Mail	NMNH	2	Renovate Halls 27 - 30	0	7,500	0	0	0	0	0	7,500	
DC - Mail	NMNH	2	Changes to Rotunda Area Lighting	0	500	0	0	0	0	0	500	
DC - Mail	NMNH	2	Replace Elevators	0	2,000	5,000	2,000	0	0	0	9,000	
DC - Mail	NMNH	2	Renovate Main Building Windows/Entrances (incl. Hall 30)	0	3,500	3,250	0	3,750	0	2,000	12,500	
DC - Mail	NMNH	2	Renovate Air Towers/Balance Air Supply	0	2,000	0	4,000	0	0	0	6,000	
DC - Mail	NMNH	2	Renovate Utility Tunnels	0	1,500	2,000	0	0	0	0	3,500	
DC - Mail	NMNH	2	Renovate Stair Towers/Fire Egress (10 total)	0	1,750	2,250	0	0	0	0	4,000	
DC - Mail	NMNH	2	Renovate (LAB) Basement/Ground Floor East Wing (Ph I, Basen	0	0	8,700	0	0	0	0	8,700	
DC - Mail	NMNH	2	Renovate SE Main Ground Floor/Mezzanine (Ph 1)	0	0	6,000	0	0	0	0	6,000	
DC - Mail	NMNH	2	Renovate First Floor West Wing (former alcohol storage)	0	0	2,800	3,700	0	0	0	6,500	
DC - Mail	NMNH	2	Renovate NE 3 Main	0	0	0	3,500	0	0	0	3,500	
DC - Mail	NMNH	2	Renovate Baird Auditorium	0	0	0	2,500	0	0	0	2,500	
DC - Mail	NMNH	2	Finish Renovations to Hall 12	0	0	0	1,500	0	0	0	1,500	
DC - Mail	NMNH	2	Renovate Basement East Court	0	0	0	2,000	0	0	0	2,000	
DC - Mail	NMNH	2	Renovate Halls 2-6 (Dinosaurs)	0	0	0	8,800	6,200	0	0	15,000	
DC - Mail	NMNH	2	Revovate Hall 26	0	0	0	1,000	3,000	0	0	4,000	
DC - Mail	NMNH	2	Renovate (LAB) Basement/Ground Floor East Wing (Ph II, Grd F	0	0	0	0	7,300	0	0	7,300	
DC - Mail	NMNH	2	Renovate 3 WW	0	0	0	0	6,500	0	0	6,500	
DC - Mail	NMNH	2	Renovate 1 EW	0	0	0	0	3,250	4,250	0	7,500	
DC - Mail	NMNH	2	Renovate Southeast Main Ground Floor/Mezzanine (Ph II (L))	0	0	0	0	0	3,000	0	3,000	
DC - Mail	NMNH	2	Renovate Northeast Main GF/Mezz (w/SEEC addition)	0	0	0	0	0	6,500	0	6,500	
DC - Mail	NMNH	2	SEEC Addition	0	0	0	0	0	1,700	0	1,700	
DC - Mail	NMNH	2	Renovate SW Main GF/Mezz	0	0	0	0	0	6,500	0	6,500	
DC - Mail	NMNH	2	Renovate 4 WW (FY10)	0	0	0	0	0	7,000	0	7,000	
DC - Mail	NMNH	2	Renovate 2 EW (FY10)	0	0	0	0	0	0	7,000	7,000	
				259								

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category \$(000s)

Campus	Location	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11	Outyears	FY06-Outyrs Total
OC - Mail	NMNH	2	Renovate Halls 28/29	0	0	0	0	0	0	4,000	4,000
OC - Mail	NMNH	2	Renovate NW Main GF/Mezz	0	0	0	0	0	0	6,700	6,700
OC - Mail	NMNH	2	Renovate 5 WW (FY11)	0	0	0	0	0	0	6,000	6,000
OC - Mail	NMNH	2	Renovate 3 EW (FY11)	0	0	0	0	0	0	6,500	6,500
DC - Mail	NMNH	2	Renovate 2 WW (FY12)	0	0	0	0	0	0	6,000	6,000
DC - Mail	NMNH	2	Renovate 6 EW (FY12)	0	0	0	0	0	0	4,000	4,000
DC - Mail	NMNH	2	HVAC Renov Halls 21 & 22 (FY12)	0	0	0	0	0	0	4,000	4,000
DC - Mail	NMNH	2	HVAC Renov Attic Rotunda & Ceiling (FY13)	0	0	0	0	0	0	2,000	2,000
DC - Mail	NMNH	2	HVAC Renov G WW (FY13)	0	0	0	0	0	0	5,900	5,900
OC - Mail	NMNH	2	HVAC Renov 1 EC (FY13)	0	0	0	0	0	0	6,000	6,000
OC - Mail	NMNH	2	HVAC Renov Halls 18-20 (FY13)	0	0	0	0	0	0	4,000	4,000
DC - Mail	NMNH	2	HVAC Renov Hall 7E	0	0	0	0	0	0	1,000	1,000
DC - Mail	NMNH	2	HVAC Renov Rotunda & Hall 17 (FY14)	0	0	0	0	0	0	2,000	2,000
OC - Mail	NMNH	2	HVAC Renov 2 EC (FY14)	0	0	0	0	0	0	6,000	6,000
OC - Mail	NMNH	2	HVAC Renov 3 EC (FY14)	0	0	0	0	0	0	6,000	6,000
OC - Mail	NMNH	2	HVAC Renov SE 3 Main (FY14)	0	0	0	0	0	0	3,500	3,500
OC - Mail	NMNH	2	Staff Women's Restroom (FY15)	0	0	0	0	0	0	400	400
OC - Mail	NMNH	2	HVAC Renov NW 3 Main (FY15)	0	0	0	0	0	0	3,300	3,300
DC - Mail	NMNH	2	HVAC Renov Const Ave Group Entry (FY15)	0	0	0	0	0	0	4,000	4,000
OC - Mail	NMNH	2	HVAC Renov North Lobby GF (FY15)	0	0	0	0	0	0	2,000	2,000
OC - Mail	NMNH	2	HVAC Renov 4 EW (FY16)	0	0	0	0	0	0	3,000	3,000
DC - Mail	NMNH	2	HVAC Renov 5 EW (FY16)	0	0	0	0	0	0	3,000	3,000
DC - Mail	NMNH	2	HVAC Renov EC GF (FY12)	0	0	0	0	0	0	2,000	2,000
DC - Mail	NMNH	2	Install Chemical Control Facility	0	0	0	0	0	0	1,000	1,000
OC - Rock Creek	NZP	1	Asia Trail	9,000	18,000	5,000	0	0	0	0	32,000
OC - Rock Creek	NZP	1	Renovate Wetlands Area of Bird House Exhibit Destroyed by FI	124	0	0	0	0	0	9,000	9,124
OC - Rock Creek	NZP	1	Renew Facade, Roof, & Skylights Zoo-wide	2,000	2,000	0	0	0	0	0	4,000
OC - Rock Creek	NZP	1	Upgrade Critical Infrastructure: Electric, Steam, Plumbing, HVA	1,200	2,700	3,300	1,500	1,000	1,000	0	10,700
DC - Rock Creek	NZP	1	Implmt Fire Prot Master Pl (1.Vet Hosp, 2.Visitor Center, 3.Ref	900	900	900	400	400	400	0	3,900
Front Royal, VA	NZP	1	Improve Life Safety Systems: Fire Detection, Alarms, Suppress	100	100	100	100	100	100	0	600
OC - Rock Creek	NZP	2	Improve Services Infrastructure: Restrooms, Keeper Rooms, Rc	200	200	200	200	100	100	0	1,000
DC - Rock Creek	NZP	2	Repair Structural Systems General Services Building	0	0	3,500	0	0	0	0	3,500
DC - Rock Creek	NZP	2	Repair/Renew Police Station	0	0	500	0	0	0	0	500
DC - Rock Creek	NZP	3	Valley Revitalization (Seal/Sea Lion)	0	0	0	20,000	20,000	0	0	40,000
DC - Rock Creek	NZP	4	Renovate Former Elephant House	0	0	0	0	0	20,000	20,000	40,000
DC - Rock Creek	NZP	5	Continue Revitalization of Major Structures	0	0	0	0	0	0	40,000	40,000
DC - Mail	QUAD	5	Replace Roof	0	0	0	0	0	56,000	0	56,000
DC - Mail	QUAO	5	Replace Mechanical & Electrical Systems	0	0	0	0	0	8,500	0	8,500
OC - Lafayette Park	RG	3	Restore Renwick Gallery	0	0	0	0	25,000	0	0	25,000
Suitland, MO	SHF	5	Revitalize Infrastructure	0	0	0	0	0	0	21,000	21,000
OC - Mail	SIB	2	Renovate Smithsonian Castle	0	0	0	0	0	0	75,000	75,000
Panama	STRI	1	Gamboa Oevelopment (land purchase in FY 2007)	0	2,046	6,000	1,235	1,800	1,755	0	12,836
Chantilly, VA	U-Hazy	4	Roof Replacement	0	0	0	0	0	0	5,000	5,000

Subtotal: Major Revitalization	58,424	91,446	89,400	128,735	135,200	141,805	593,100	1,238,110
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SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category \$(000s)

Campus	Location	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11 Outyears	FY06-Outyrs Total
Other Revitalization										
OC - Anacostia	AM	4	Install Cold Storage Unit	0	0	0	0	50	0	50
DC - Anacostia	AM	5	Expand Gallery Spaces	0	0	0	0	0	500	500
New York, NY	CHM	1	Rehabilitate & Waterproof Terrace	0	550	0	0	0	0	550
New York, NY	CHM	2	Upgrade Mansion Electric Distribution & Exterior Lighting	0	0	4,000	0	0	0	4,000
New York, NY	CHM	2	Replace Mansion Boilers	0	400	0	0	0	0	400
New York, NY	CHM	2	Complete Miller-Fox Renovation	0	0	1,650	0	0	0	1,650
New York, NY	CHM	2	Stabilize Mansion Sidewalks	0	0	450	0	0	0	450
New York, NY	CHM	3	Stabilize Garden Stairwalls	0	0	0	0	0	0	900
New York, NY	CHM	4	Stabilize Mansion Fence	0	0	0	0	0	0	600
OC - Mall	FGA	2	Upgrade Fire Alarm System	0	2,000	0	0	0	0	2,000
DC - Mall	FGA	2	Replace Roof	0	0	850	0	0	0	850
OC - Mall	FGA	3	Upgrade Exit Stairs & Shafts Enclosures	0	0	0	0	0	0	600
DC - Mall	FGA	3	Upgrade Accessible Entrance & Corridor	0	0	0	0	0	0	600
OC - Mall	FGA	4	Clean Agent Fire Protection System in Collections Storage	0	0	0	0	0	0	500
OC - Mall	FGA	4	Replace Gallery Lighting Systems	0	0	0	0	0	0	350
OC - Mall	FGA	4	Correct Courtyard Window & Ooor Condensation	0	0	0	0	0	0	150
OC - Mall	HMSG	1	Correct Exterior Structure Leaks	0	3,100	0	0	0	0	3,100
OC - Mall	HMSG	2	Renovate Front Entrance	0	0	1,400	0	0	0	1,400
DC - Mall	HMSG	2	Rehabilitate Sculpture Garden	0	0	2,000	0	0	0	2,000
OC - Mall	HMSG	3	Improve Fire Suppression in Collection Storage	0	0	0	0	0	1,000	1,000
OC - Mall	HMSG	3	Restore Fountain Outer Bowl	0	0	0	0	0	0	500
DC - Mall	HMSG	4	Replace Roof	0	0	0	0	0	0	2,000
DC - Mall	HMSG	5	Improve Mall Master Raceway	0	0	0	0	0	0	300
Suitland, MD	MSC	1	Improve Fire Oetection & Protection	0	2,600	0	0	0	0	2,600
Suitland, MD	MSC	1	Install 10' Water Meter	250	0	0	0	0	0	250
Suitland, MD	MSC	1	Replace Main Switchgear	0	350	0	0	0	0	350
Suitland, MO	MSC	2	Replace Steam Condensate System	0	2,500	0	0	0	0	2,500
Suitland, MO	MSC	3	Emergency Generator Improvements	0	150	0	0	0	0	150
Suitland, MO	MSC	3	Osteoprep Lab Freezer Shed & Emergency Generator	0	0	0	200	0	0	200
Suitland, MO	MSC	3	Botany Greenhouse Improvements	0	50	0	0	0	0	50
Suitland, MO	MSC	3	Fume Hood Improvements	0	0	0	200	200	0	500
Suitland, MO	MSC	4	Lab Modernizations	0	0	0	100	150	0	400
All Facilities	MULTI	1	Construction S&A (INCLUDES 28 FTE)	3,500	3,600	3,700	3,800	3,900	4,100	26,600
All Facilities	MULTI	1	Construction S&A (INCREASE 6 FTE for 160M program)	0	600	650	700	750	800	4,350
All Facilities	MULTI	1	Miscellaneous Capital Repair	2,600	3,554	4,005	4,050	4,020	5,045	27,774
All Facilities	MULTI	1	Reprographics and Library	500	500	500	500	500	500	3,500
All Facilities	MULTI	1	Provide Guard Services, All Locations	300	300	300	300	300	300	2,100
Suitland, MD	MULTI	1	Upgrade Fire Mains, All Suitland	400	0	0	0	0	0	400
All Facilities	MULTI	2	Modernize Security Systems	0	1,050	3,775	1,750	0	3,000	12,275
All Facilities	MULTI	3	Install Backflow Prevention	0	0	3,500	0	0	0	3,500
Apollo Dr	MULTI	3	Complete Outfitting of Apollo Orive	0	0	500	0	0	0	500
DC - Mall	NASM	1	Fire Alarm Upgrade	4,950	0	0	0	0	0	4,950
DC - Mall	NASM	1	Waterproof Terrace at Perimeter	0	1,500	0	0	0	0	1,500
DC - Mall	NASM	1	Replace Exterior Storefront Doors, Main Entry	0	750	0	0	0	0	750

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category \$(000s)

Campus	Location	Priority	Project	FY06-09						FY10-11		FY06-Outyrs Total
				FY06	FY07	FY08	FY09	FY10	FY11	Outyears	Total	
DC - Mall	NASM	2	P-719 Renovate HVAC/Improve Indoor Air Quality	0	1,275	0	0	0	0	0	0	1,275
	NASM	2	P-703 Renovate HVAC/Improve Indoor Air Quality	0	0	1,500	0	0	0	0	0	1,500
DC - Mall	NASM	2	Replace Ramsey Room Halon System	0	200	0	0	0	0	0	0	200
DC - Mall	NASM	2	P-700 Renovate HVAC/Improve Indoor Air Quality	0	0	1,125	0	0	0	0	0	1,125
DC - Mall	NASM	2	3700 Renovate HVAC/Improve Indoor Air Quality	0	0	1,400	0	0	0	0	0	1,400
DC - Mall	NASM	2	Replace Condensate System	0	700	0	0	0	0	0	0	700
DC - Mall	NASM	3	Upgrade Accessible Egress (Interior)	0	0	0	0	250	0	0	0	250
DC - Mall	NASM	3	Complete Irrigation System @ Jefferson Drive	0	0	0	0	100	0	0	0	100
DC - Mall	NASM	3	Replace Irrigation and Water Supply for Flight Garden	0	0	0	0	320	0	0	0	320
DC - Mall	NASM	3	Repair Delta Solar Reflection Pool	0	0	0	0	0	0	0	200	200
DC - Mall	NASM	3	3500 Cooling Tower Well Infill with IT Offices/Equipment Room	0	0	0	0	0	0	0	1,000	1,000
DC - Mall	NASM	4	Replace Dimmers/Ceiling in Theater	0	0	0	0	0	0	0	200	200
DC - Mall	NMAH	1	Replace Chillers	0	0	4,500	3,600	3,500	0	0	0	11,600
DC - Mall	NMAH	1	Replace Domestic Potable Water Supply	0	200	0	0	0	0	0	0	200
DC - Mall	NMAH	2	Replace Emergency Generator	0	1,000	0	0	0	0	0	0	1,000
DC - Mall	NMAH	2	Replace Fifth Floor Windows	0	0	850	0	0	0	0	0	850
DC - Mall	NMAH	2	Replace Window Walls	0	0	0	3,500	0	3,500	0	0	7,000
DC - Mall	NMAH	2	Replace Air Handler 4th, 5th & Lower L	0	0	0	700	0	0	0	700	1,400
DC - Mall	NMAH	2	Provide Sidewalks at Emergency Exits	0	275	0	0	0	0	0	0	275
DC - Mall	NMAH	3	Repair Constitution Avenue Entry	0	0	250	0	0	0	0	0	250
DC - Mall	NMAH	3	Removal of the Snow Melt System	0	0	0	0	750	0	0	0	750
DC - Mall	NMAH	3	Prevent Ground Water Infiltration	0	0	0	0	550	0	0	0	550
Suitland, MD	NMAI	2	Correct Water Penetration/Condensation, CRC	0	650	0	0	0	0	0	0	650
	NMAI	2	Replace/Improve Museum Shop Security Grilles (SBV?)	0	0	0	0	0	450	0	0	450
DC - Mall	NMAI	2	Upgrade Building Automation System & Fire Alarm Integration	0	0	200	0	0	0	0	0	200
DC - Mall	NMAI	3	Door/Window Access Improvements	0	0	350	0	0	0	0	0	350
New York, NY	NMAI	3	Improve GGHC Accessibility	0	0	0	80	0	0	0	0	80
	NMAI	3	Supplemental Cooling for IT Room-DELETE do in FY05	0	0	0	0	0	0	0	0	0
Suitland, MD	NMAI	5	Modify Loading Dock and Freight Elevator Access	0	0	0	0	250	0	0	0	250
DC - Mall	NMAI	1	Install Flame Detection System in Collections Storage Areas	2,000	0	0	0	0	0	0	0	2,000
DC - Mall	NMNH	3	Relocation of Columbia Film Archives incl in overall plan	0	0	0	0	0	0	1,000	0	1,000
DC - Mall	NMNH	3	Chemical Control Facility	0	0	990	0	0	0	0	0	990
DC - Mall	NMNH	4	Botany Herbarium Compactors	0	0	0	600	0	0	0	0	600
DC - Mall	NMNH	4	Space Modernization & Improvements	0	0	160	100	190	100	100	0	650
DC - Mall	NMNH	4	Façade Lighting	0	0	0	0	300	0	0	0	300
DC - Rock Creek	NZP	1	Replace Hay Storage Facility	0	500	0	0	0	0	0	0	500
DC - Rock Creek	NZP	2	Improve Animal Pools & Containment Systems Maint?)	0	500	500	500	500	500	500	0	3,000
DC - Rock Creek	NZP	2	Replace Greenhouse	0	0	200	0	0	0	0	0	200
DC - Rock Creek	NZP	2	DPS; Install Emerg Voice NZP	0	0	0	0	0	0	0	0	0
DC - Rock Creek	NZP	3	Relocate NZP server room to DCB Bldg	0	0	900	0	0	0	0	2,500	2,500
DC - Rock Creek	NZP	3	Renovate Visitors Center Offices & Board Room	0	0	0	500	0	0	0	0	500
DC - Rock Creek	NZP	3	Renovate GSB office space	0	0	0	0	500	0	0	0	500
DC - Rock Creek	NZP	3	Renovate DCB & Vet Hospital staff spaces	0	0	0	0	500	0	0	0	500
DC - Rock Creek	NZP	4	Stabilize Holt House	0	0	0	0	0	0	500	0	500
DC - Gallery Place	POB	3	Upgrade Landscape	0	0	400	0	0	0	0	0	400

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category \$(000s)

Campus	Location	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11	Outyears	FY06-Outyrs
DC - Mall	QUAD	2	Replace Fire Alarm System	0	1,750	0	0	0	0	0	1,750
DC - Mall	QUAD	2	Replace Stream Humidification System	0	950	0	0	0	0	0	950
DC - Mall	QUAD	4	Connect GSA Chilled Water System	0	0	0	0	0	0	1,000	1,000
DC - Mall	QUAD	4	Clean Agent Fire Protection System in Collections Storage, Sac	0	0	0	0	0	0	500	500
DC - Mall	QUAD	5	Repair Interior Stone	0	0	0	0	0	0	250	250
DC - Lafayette Park	RG	2	Replace Ceiling in Gallery 104	0	0	250	0	0	0	0	250
DC - Lafayette Park	RG	2	Repair Entrance Stairs	0	0	200	0	0	0	0	200
DC - Lafayette Park	RG	2	Remediate HVAC & Electrical Systems	0	0	500	0	0	0	0	500
DC - Lafayette Park	RG	3	Repair Exterior Stone Joints	0	0	500	0	500	0	0	1,000
Tucson, AZ	SAD	1	Replace Guardrails, Mt. Hopkins Road	0	500	0	0	0	0	0	500
Tucson, AZ	SAD	1	Install New Large Water Tank	0	500	0	0	0	0	0	500
Hawaii	SAO	1	Improve Fire Safety, SMA	0	150	0	0	0	0	0	150
Tucson, AZ	SAD	2	Improve Domestic Water System	0	350	0	0	0	0	0	350
Cambridge, MA	SAO	2	Install Fire Protection Sprinklers, Cambridge Buildings	0	0	2,000	0	0	0	1,000	3,000
Tucson, AZ	SAD	2	Install Microwave Link Summit to Tucson	0	0	200	0	0	0	0	200
Tucson, AZ	SAD	2	Repair/Replace Summit Dorm	0	0	0	0	0	0	3,000	3,000
Tucson, AZ	SAD	2	Repair/Improve Whipple Road	0	0	0	0	0	1,000	1,000	2,000
Tucson, AZ	SAD	3	Replace FM Repeater	0	0	0	0	60	0	0	60
Tucson, AZ	SAD	3	Long Term MMT Instrument Accommodation	0	0	0	0	0	0	200	200
Tucson, AZ	SAD	3	Construct Instrument Storage	0	900	0	0	0	0	0	900
Hawaii	SAD	3	Complete Hilo Base Building Facility	0	0	0	0	0	600	0	600
Hawaii	SAO	3	Construct Expans'n of Summit Facility for Add'l Lab Spce	0	0	0	500	0	0	0	500
Hawaii	SAO	3	Construct SMA Lab Space	0	0	0	0	60	0	0	60
Tucson, AZ	SAO	4	Construct Visitor's Expansion	0	0	0	0	200	0	0	200
Tucson, AZ	SAO	4	Replace HVAC	0	0	0	0	0	0	500	500
Edgewater, MD	SERC	1	Construct Wastewater Conservation, Treatment & Discharge	0	1,000	0	0	0	0	0	1,000
Edgewater, MD	SERC	2	Construct Replacement of HVAC Systems	0	2,000	0	0	0	0	0	2,000
Edgewater, MD	SERC	3	Construct Renovation of Schmidt Building	0	0	0	0	0	0	1,500	1,500
Edgewater, MD	SERC	3	Install Utility Connection to Waterfont	0	0	0	0	0	0	1,000	1,000
Edgewater, MD	SERC	3	Construct Improvements to Entrance Road	0	0	1,600	0	0	0	0	1,600
Edgewater, MD	SERC	3	Construct Repair Corn Island Facilities	0	0	0	0	0	0	0	0
Edgewater, MD	SERC	3	Construct Improvements to Signage, Security & Accessibility	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	3	Construct ADA Trail System Improvements	0	0	0	500	0	0	0	500
Suitland, MD	SHF	1	Upgrade Fire Alarm System	500	0	0	0	0	0	0	500
Suitland, MD	SHF	1	Repair Building 10 Roof (can we do while occupied?)	0	500	0	0	0	0	0	500
Suitland, MD	SHF	2	Provide Surge Protection for Site	0	750	0	0	0	0	0	750
Suitland, MD	SHF	2	Improve Environmental Conditions, Bldg 21	0	0	150	0	0	0	0	150
Suitland, MD	SHF	2	Improve Environmental Conditions, Bldgs... 15/16/1B	0	0	0	0	0	0	7,700	7,700
Suitland, MD	SHF	2	Repair HVAC, Buildings 22 & 23	0	0	600	0	0	0	0	600
Suitland, MD	SHF	2	Horticulture Support Building Fire Egress	0	95	0	0	0	0	0	95
Suitland, MD	SHF	2	Provide Central Fire Pump	0	750	0	0	0	0	0	750
Suitland, MD	SHF	2	Renovate/Replace Building 27 (Swing Space for 15/16/1B)	0	500	2,200	0	0	0	0	2,700
Suitland, MD	SHF	3	Renovate Buildings 7 & 31	0	0	0	0	250	0	0	250
Suitland, MD	SHF	3	Renovate Suitland Space for Collection Storage	0	950	0	0	0	0	0	950
DC - Mall	SIB	1	Replace Electrical Switchboard & Network Protector	0	450	0	0	0	0	0	450

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category \$(000s)

Campus	Location	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11	Outyears	FY06-Outyrs Total
Panama	STRI	2	Improve Security & Facade Tupper Bldg(Main Entrance and 20i	0	525	0	0	0	0	0	S25
Panama	STRI	2	Improve BCI Emergency Evacuation (Helipad) & Erosion Control	0	0	250	0	0	0	0	250
Panama	STRI	2	Relocate Culebra Admin Offices/Resolve Serious Leaks	0	0	225	0	0	0	0	225
Panama	STRI	2	Provide Back Up Chiller Unit Tupper/Tivoli Complex	0	245	0	0	0	0	0	245
Panama	STRI	2	Improve Façade All Naos Buildings - w New Fence	0	0	350	0	0	0	0	350
Panama	STRI	2	Replace Tramway, BCI	0	0	445	0	0	0	0	445
Panama	STRI	2	Improve Fence Gamboa (Vanderburgh)	0	0	150	0	0	0	0	150
Panama	STRI	2	Install New Elevator, Tupper Lab Building	0	0	400	0	0	0	0	400
Panama	STRI	2	Repair/Replace Diving Locker and Boat Shop area, Naos	0	0	225	0	0	0	0	225
Panama	STRI	2	Improve Communications/OIT Systems	0	0	225	0	0	0	0	225
Panama	STRI	2	Relocate Boat Maintenance Operations from BCI to Gamboa	0	0	0	13S	0	0	0	13S
Panama	STRI	3	Extend Covered Walks to General Services Building	0	0	120	0	0	0	0	120
Panama	STRI	3	Construct New Rock Breakwater, Naos	0	0	905	0	0	0	0	90S
Panama	STRI	3	Repair/Replace Dormitories Galeta	0	0	0	0	250	0	0	250
Panama	STRI	3	Construct Additional Dorm Space Bocas	0	0	450	0	0	0	0	450
Panama	STRI	3	Construct New Galeta Conference Center	0	0	0	17S	0	0	0	17S
Panama	STRI	3	Relocate Exhibits, Classrooms, Lunchroom Bocas	0	0	0	12S	0	0	0	12S
Panama	STRI	3	Construct new Bookstore Tupper (A&M)	0	0	0	0	200	0	0	200
Panama	STRI	3	Construct New Mangrove Walkway Bocas (A&M)	0	0	0	0	300	0	0	300
Panama	STRI	4	New Visitor's Center Tupper (A&M)	0	0	0	0	0	0	90	90
Chantilly, VA	U-Hazy	4	Install Snow Mitigation	0	0	0	0	0	0	3,000	3,000
Chantilly, VA	U-Hazy	4	Upgrade Emergency Power	0	0	0	0	0	0	1,000	1,000
Subtotal: Other Revitalization				15,000	41,719	\$2,550	22,615	19,400	21,145	\$0,890	223,319

TOTAL REVITALIZATION				73,424	133,165	141,950	151,350	154,600	162,950	643,990	1,461,429
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Construction

Suitland, MD	MSC	1	Construct Pod S (includes 5 FTE)	18,100	\$,43S	0	0	0	0	0	23,535
Suitland, MD	MSC	3	Construct Pod 6	0	0	0	0	0	0	45,000	45,000
DC-Mall	NMAAHC	2	Construct National Museum of African American History & Cul	0	TBD	TBD	TBD	TBD	0	TBD	TBD
Front Royal, VA	NZPFR	5	Construct Lab/Office Building *	0	0	0	0	0	0	10,000	10,000
Tucson, AZ	SAO	1	VERITAS Control Building	0	0	0	0	0	0	0	0
Hawaii	SAO	3	Construct Hilo Control Building Extension *	0	0	0	0	0	0	1,000	1,000
Edgewater, MD	SERC	3	Construct Mathias Lab Modules (Replace Trailers) *	0	0	10,000	0	0	0	0	10,000
Edgewater, MD	SERC	3	Construct Alcohol Storage Building *	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	3	Construct Annex to Reed Center *	0	0	0	0	0	0	1,500	1,500
Edgewater, MD	SERC	3	Construct Auditorium *	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	3	Construct Library *	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	3	Construct New Lab Building *	0	0	0	0	0	0	12,000	12,000
Subtotal: Construction				18,100	\$,43S	10,000	0	0	0	75,500	109,035

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category \$(000s)

Campus	Location	Priority	Project	FY06	FY07	FY08	FY09	FY10	FY11	Outyears	FY06-Outyrs	Total
Facilities Planning and Design												
DC - Mall	AI8	1	Design Arts & Industries Building Restoration	0	0	0	0	0	0	10,000	10,000	
DC - Mall	FGA	4	Design Replace/Restore Roof & Exterior	0	0	0	1,000	0	0	0	1,000	
DC - Mall	HMSG	3	Design Restore & Waterproof Plaza & Foundation Walls	0	2,000	0	0	0	0	0	2,000	
Suitland, MD	MSC	2	Design Pod 3 Renovation	0	1,000	0	0	0	0	0	1,000	
Suitland, MD	MSC	2	Design Mechanical & Electrical Systems Upgrade	0	0	0	0	0	0	4,000	4,000	
Suitland, MD	MSC	3	Design Pod 6 Construction	0	0	0	0	0	0	5,000	5,000	
All Facilities	MULTI	1	Design Anti-Terrorism Modifications	1,000	2,000	3,600	800	0	0	0	7,400	
All Facilities	MULTI	1	Facility Planning and Design, Revitalization	3,150	3,600	3,000	3,000	3,000	3,000	3,000	21,750	
All Facilities	MULTI	3	A&M Planning and Design, inc. Const. Planning	0	500	600	600	600	600	600	3,500	
All Facilities	MULTI	3	Real Property and Space Utilization Studies	250	250	250	250	250	250	250	1,750	
All Facilities	MULTI	3	Comprehensive Facilities Master Planning Studies	600	2,100	2,100	1,800	2,000	1,200	10,000	19,800	
All Facilities	MULTI	3	Facilities Management System (includes 2 FTE)	0	1,500	0	0	0	0	0	1,500	
DC - Mall	NASM	2	Design Mechanical System, Basement & 3rd Floor	0	6,000	0	0	0	0	0	6,000	
DC - Mall	NMAAHC	2	Programming/Planning for NMAAHC	0	2,000	0	0	0	0	0	2,000	
DC - Mall	NMAAHC	2	Design National Museum of African American History & Culture	0	T8D	T8D	T8D	TBD	0	T8D	TBD	
DC - Mall	NMAH	2	Design Renewal of West Wing +	0	0	0	0	0	0	4,000	4,000	
DC - Mall	NMAH	2	Design Renewal of East Wing +	0	0	0	0	0	0	3,000	3,000	
DC - Mall	NMAH	4	Design Renewal of Non - Public Space	0	0	0	0	0	0	5,000	5,000	
DC - Mall	NMNH	2	Design Ongoing Revitalization	3,000	3,000	3,000	3,000	3,000	3,000	9,000	27,000	
DC - Rock Creek	NZP	1	Update Rock Creek Master Plan	0	0	0	0	0	0	0	0	
DC - Rock Creek	NZP	2	Design General Services Building Structural Repairs	0	1,000	0	0	0	0	0	1,000	
DC - Rock Creek	NZP	2	Design Valley Revitalization (Seal/Sea Lion)	0	2,000	4,000	0	0	0	0	6,000	
DC - Rock Creek	NZP	2	Design Former Elephant House Renovation	0	0	0	6,000	0	0	0	6,000	
DC - Rock Creek	NZP	3	Continue Design for Revitalization of Major Structures	0	0	0	0	3,000	4,000	16,000	23,000	
DC - Mall	QUAD	5	Design Roof Replacement	0	0	0	4,000	1,000	0	0	5,000	
DC - Mall	QUAD	5	Design Mechanical & Electrical System Replacement	0	0	0	0	850	0	0	850	
DC - Lafayette Park	RG	3	Design Major Restoration	0	0	0	4,000	0	0	0	4,000	
Suitland, MD	SHF	2	Design Renovation/Replacement of Building 27	0	450	0	0	0	0	0	450	
Suitland, MD	SHF	5	Design Infrastructure Revitalization	0	0	0	0	0	0	2,000	2,000	
DC - Mall	SI8	2	Design Restoration Project	0	0	0	0	0	0	12,000	12,000	
Panama	STRI	1	Gamboa Development (design of first building only in FY 2007)	0	1,200	0	0	0	0	0	1,200	
Chantilly, VA	U-Hazy	4	Design Roof Replacement	0	0	0	0	0	0	500	500	
Subtotal: Facilities Planning and Design				8,000	28,600	16,550	24,450	13,700	12,050	84,350	187,700	

TOTAL REQUEST				99,524	167,200	168,500	175,800	168,300	175,000	803,840	1,758,164	
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SMITHSONIAN INSTITUTION
Capital Asset Plan (Exhibit 300) for Revitalization and Construction
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PART I. A. SUMMARY OF PROJECT INFORMATION				
Location	Washington, D.C.			
Program Unit Sponsor	National Air and Space Museum			
Account Title	Facilities Capital, Revitalization			
Account Identification Code				
Name of Project	Replace Electrical Systems			
Project Number	0106103			
Project Partners				
This Project Is:	New Construction:		Revitalization of Existing Facility:	XXX
Project/Useful segment is funded:	Incrementally:	XXX	Fully:	
Did the Capital Planning Board approve the project?			Date:	4/19/05
Did the Capital Planning Board approve the current funding proposal?			Date:	
Did the Smithsonian Board of Regents approve the project? (If not required, indicate NA)			Date:	N/A
Did Congress authorize the project? (If not required, indicate NA)			Date:	N/A

B. PROJECT BASELINE		
Initial Baseline Date:	Date of Baseline Change:	Indicate Here if Preliminary: XXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of exhibiting building, project phases if applicable, highlight changes from original baseline):</p> <p>The National Air and Space Museum (NASM) was constructed in 1976 to memorialize the national development of aviation and space flight and has become the world's most visited museum. The 636,000 square-foot building preserves and displays artifacts, aeronautical and space flight equipment, significant historical data, and related technologies and houses Lockheed-Martin IMAX Theater and the Einstein Planetarium. The average annual visitation over the past three years exceeds 7.5 million.</p> <p>This project will replace all the high voltage systems in the building except for the primary transformers which were already replaced, the electrical equipment to operate the mechanical systems, the electrical equipment to provide power to the distribution panels, and the automation of the distribution circuits. Additionally, the emergency generator and associated panels and controls will be replaced.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		December 2005
Design Completion Date:		June 2006
Construction Start Date:		November 2006
Construction Completion Date:		January 2009
Building Occupancy Date:		n/a
Public Opening Date (if applicable):		n/a

SMITHSONIAN INSTITUTION
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3. Detail of Total Project Cost Estimate		Amount in \$Millions
CAPITAL COSTS		
Planning/Design		1.0
Revitalization/Construction		8.5
Contingency	Percentage: 12% of 8.5M	1.0
Construction Management	Percentage: 6% of 8.5M	.5
Building Commissioning	Percentage:	
TOTAL CAPITAL COSTS:		11.0
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		-
TOTAL PROJECT COST		11.0
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)		
Initial government estimate based on expected conditions; estimate subject to revision upon completion of 35% design.		

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2007		Request to OMB					Date: Sept 2005	
FEDERAL Capital Costs		1.0	10.0						11.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS		1.0	10.0						11.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:		1.0	10.0						11.0
PRIOR BUDGET REQUEST	FY:		Request to OMB					Date:	
FEDERAL Capital Costs									
TRUST Capital Costs									
TOTAL CAPITAL COSTS									
Non-Capital Costs									
TOTAL PROJECT FUNDS:									
CURRENT BUDGET REQUEST	FY: 2007		Request to OMB					Date: Sept 2005	
FEDERAL Capital Costs		1.0	10.0						11.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS		1.0	10.0						11.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:		1.0	10.0						11.0
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs		+1.0	+10.0						+11.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS		+1.0	+10.0						+11.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:		+1.0	+10.0						+11.0
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
This is the initial request for this project									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Museum Federal and Trust costs)			
Facilities Costs (Maintenance, Operations Security & Support):			
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:		0	0
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
No additional operating costs are anticipated.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 06		FY 07		FY 08		FY 09		FY 10		FY 11		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2007				Request to OMB								Date: Sept 2005			
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
PRIOR BUDGET REQUEST	FY:				Request to OMB:								Date			
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CURRENT BUDGET REQUEST	FY: 2007				Request to OMB								Date: Sept 2005			
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
Explanation of Change:																

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

The building and all its systems have been in operation since 1975, a period of about thirty years. The electrical equipment has outlived its useful life. Failures in recent years have resulted in the loss of all electrical service to 35% of the building for over a week while emergency repairs could be completed, and more minor faults in the systems have necessitated extensive overtime to bring services back on line. Some upgrades have been made where equipment had totally failed. The rest of the aged equipment requires great expense to keep it operating and is at risk of total failure. The electrical systems must be replaced now to ensure consistent power to the building.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	NA
Project Manager:	Les Heacock, Office of Planning and Project Management, OFEO
Design Manager:	TBD
Construction Manager (Res. Engineer):	TBD
Program Manager/Liaison & Unit	

Other Management Plans (Executive/Steering Committees, etc.)

TBD

C. Acquisition Plan (describe proposed contracting methodology):

TBD

PART III: CURRENT STATUS (describe performance against milestones)

A study is in progress to define the full scope of work. This study will be completed by December 2005. Upon completion of the study a contract will be awarded to design and prepare the construction documents to perform the work. The preliminary estimate of the cost of the project is \$10 million, but this number will be refined at the 35% design stage.

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PART I. A. SUMMARY OF PROJECT INFORMATION				
Location	National Mall, Washington , DC			
Program Unit Sponsor	National Museum of American History, <i>Behring Center</i>			
Account Title	Facilities Capital, Revitalization			
Account Identification Code				
Name of Project	Revitalize NMAH-BC Public Space			
Project Number	0103101			
Project Partners	Behring Foundation			
This Project Is:	New Construction:		Revitalization of Existing Facility:	XX
Project/Useful segment is funded:	Incrementally: XX		Fully:	
Did the Capital Planning Board approve the project?			Date:	May 2002
Did the Capital Planning Board approve the current funding proposal?			Date:	April 2003
Did the Smithsonian Board of Regents approve the project?			Date:	Sept 2001
Did Congress authorize the project? (if not required, indicate NA)			Date:	NA

B. PROJECT BASELINE		
Initial Baseline Date: August 2002	Date of Baseline Change:	Indicate Here if Preliminary: XXXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of existing building, project phases if applicable, highlight changes from original baseline):</p> <p>The Public Space Renewal Project provides a boost in modernizing the National Museum of American History, <i>Behring Center</i> (NMAH) which is eligible for the National Register of Historic Places due to its location on the National Mall. All three main exhibit public floors of the Museum, comprising of approximately 30,500 gross square meters (330,000 gsf), are part of this major renewal which redefines the visitor experience and modernizes and clarifies circulation and amenities. The two main goals of this project are to enhance the visitors' experience as well as bring the NMAH to higher building code standards. In parallel with the program renewal, the scope of work includes new public restrooms, fire detection and alarm systems, life safety egress, fire protection, elevators, circulation corridors and amenity lobbies, mechanical improvements, new power distribution, exterior hardscape and landscape, and physical security of the Museum. In addition to the Public Space Renewal Project the modernization includes four major exhibits endorsed by the Blue Ribbon Commission. Two exhibits, <i>Price of Freedom</i> and <i>America's Story</i> (Introductory Exhibit), are funded by the Behring Foundation. The other exhibits, <i>America on the Move</i>, and <i>Star Spangled Banner</i>, are funded from several sources. The Public Space Renewal Project must be accomplished in coordination with the Museum exhibit renewal program. The project will also be coordinated with the Anti-Terrorism Protection Program to reduce the building's vulnerability to attack.</p> <p>Due to incremental funding from both Federal and Trust sources, the project has been phased over a number of years in packages as follows:</p> <p>a.) Third Floor East Gallery of the Building – Project complete. Includes upgrading fire detection/alarm system and connecting it to the Network Command Center; new third floor public restrooms; correcting life safety/fire protection deficiencies; new fire door; new lighting system; acoustic treatment; and architectural finishes. This package supported the <i>Price of Freedom: Americans at War</i> exhibit, which opened to the public last November 2004.</p> <p>b.) Central Core of the Building – includes improvements to the Flag Hall; upgrading fire detection/alarm system; improving museum lighting and sound; correcting life safety/fire protection deficiencies; new public restrooms; providing a new power distribution system; initiating the correction of the mechanical system; replacing and upgrading elevators and architectural finishes. This package supports the <i>Star Spangled Banner</i> exhibit.</p> <p>Future follow on projects would complete similar work in the east and west galleries of the building as well as building perimeter modifications.</p>		
2. Detail of Overall Project Schedule (Central Core)		Month & Year
Planning/Design Start Date:		November 2004
Design Completion Date:		June 2006
Construction Start Date:		October 2006
Construction Completion Date:		December 2008
Building Occupancy Date:		N/A
Public Opening Date (if applicable):		N/A

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3. Detail of Total Project Cost Estimate		Amount in \$Millions
CAPITAL COSTS		
Planning/Design		8.0
Revitalization/Construction		62.0
Contingency	Percentage: 15% of 62 million	9.3
Construction Management	Percentage: 8.5% of 62 million	5.0
Building Commissioning	Percentage: 1% of 62 million	.6
TOTAL CAPITAL COSTS:		84.9
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		0
TOTAL PROJECT COST		84.9
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used) Estimates are based on preliminary planning for the capital portion of the project.		

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Outyears	Total
INITIAL PROJECT BASELINE: prelim.	FY: 2004	Request to OMB						Date: Sept 2002	
FEDERAL Capital Costs	20.5	22.0						7.5	50.0
TRUST Capital Costs	35.0								35.0
TOTAL CAPITAL COSTS	55.5	22.0						7.5	85.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:	55.5	22.0						7.5	85.0
PRIOR BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs	23.5	23.0	3.5						50.0
TRUST Capital Costs	15.0	10.0	10.0						35.0
TOTAL CAPITAL COSTS	38.5	33.0	13.5						85.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:	38.5	33.0	13.5						85.0
CURRENT BUDGET REQUEST	FY: 2007	Request to OMB						Date: Sept 2005	
FEDERAL Capital Costs	18.4	18.4	13.1						49.9
TRUST Capital Costs		25.0	10.0						35.0
TOTAL CAPITAL COSTS									84.9
Non-Capital Costs									
TOTAL PROJECT FUNDS:									84.9
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs									0
TRUST Capital Costs									0
TOTAL CAPITAL COSTS									0
Non-Capital Costs									
TOTAL PROJECT FUNDS:									0
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									

SMITHSONIAN INSTITUTION

Capital Asset Plan (Exhibit 300) for Revitalization and Construction

D. OPERATING COST PROJECTIONS

ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Federal and Trust)			TBD
Facilities Costs (Operations & Maintenance, Security, Safety):			TBD
Central SI Support Costs (Overhead):			TBD
TOTAL ANNUAL OPERATING COST:			TBD

Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):

Estimates of future operating costs will be completed once design has been completed. A recent evaluation of operations and maintenance requirements for the NMAH determined that additional resources will be needed in order to be able to provide appropriate levels of support. The revitalization will increase the number of restrooms as well as add exhibit space.

E. SUMMARY OF OPERATIONS FUNDING

\$ Millions (1 decimal place)	Prior	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Outyears
	FTE \$	FTE \$	FTE \$	FTE \$	FTE \$	FTE \$	FTE \$	FTE \$
INITIAL OPERATIONS ESTIMATE:	FY:		Request to OMB or Congress:				Date:	
TOTAL FEDERAL OPERATING COST:								
TOTAL TRUST OPERATING COST:								
TOTAL ANNUAL OPERATING COST:								
PRIOR BUDGET REQUEST	FY:		Request to OMB or Congress:				Date:	
TOTAL FEDERAL OPERATING COST:								
TOTAL TRUST OPERATING COST:								
TOTAL ANNUAL OPERATING COST:								
CURRENT BUDGET REQUEST	FY: 2007		Request to OMB or Congress:				Date: Sept 2005	
TOTAL FEDERAL OPERATING COST:								
TOTAL TRUST OPERATING COST:								
TOTAL ANNUAL OPERATING COST:								
CHANGES (Prior Request to Current Request)								
TOTAL FEDERAL OPERATING COST:								
TOTAL TRUST OPERATING COST:								
TOTAL ANNUAL OPERATING COST:								

<p>Explanation of Change:</p>

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

The fire detection and alarm system is outdated and requires excessive maintenance. The public rest rooms are outdated, do not meet code in fixture quantity, and are not fully accessible; some are difficult for visitors to find. Public circulation areas, amenities, and lobbies are worn and in disrepair. The elevators are not fully accessible and are not all connected to emergency power. Paths of emergency egress are not clearly defined and fire-separation doors are difficult to maintain, creating life-safety hazards for the public and staff. Deficiencies in the mechanical system have caused extreme variations in building humidity and threaten damage to collections. Steam condensate piping and pressure-reducing valve stations are in poor condition. Transformer vaults are not air conditioned, threatening power failures due to heat.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	Pedro I. Colon, Office of Planning and Project Management, OFEO
Project Manager:	TBD
Design Manager:	Santiago Caballero, Office of Engineering, Design & Construction, OFEO
Construction Manager (Res. Engineer):	Paul N. Brown, Office of Engineering, Design & Construction, OFEO
Program Manager/Liaison & Unit	Patrick Ladden, Program Director, National Museum of American History, <i>Behring Center</i>
Other Management Plans (Executive/Steering Committees, etc.)	

To be determined.

C. Acquisition Plan (describe proposed contracting methodology):

Contractor, Turner Construction Company is teamed with A-E, Skidmore Owings & Merrill for a design/build delivery system of the project. Details of contract structure to be determined.

PART III: CURRENT STATUS (describe performance against milestones)

Survey/review of existing conditions on the third floor east wing, Schematic Design and Design Development Phase (35%) for Package I only was awarded to A-E Skidmore, Owings & Merrill in June 2003. The 35% Design Development Phase was completed in December 2003. Construction for Package I started in March 2004, and was completed in November 2004.

Survey/review of existing conditions and Schematic Design for the entire building were awarded to A-E Skidmore, Owings & Merrill in February 2004. The schematic design for the entrance pavilions, Flag Hall, Star Spangled Banner exhibit, and public spaces on the first, second, and third floors were completed in August 2004.

Design Development Phase (35%) for Package II, Central Core of the building was awarded to A-E Skidmore, Owings & Merrill in November 2004 and completed in March 2005. The Institution is currently negotiating with the A-E for the final design/construct package for the Central Core. Contract award is expected in late FY 2005 or early FY 2006.

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PART I. A. SUMMARY OF PROJECT INFORMATION			
Location	National Mall, Washington, DC		
Program Unit Sponsor	National Museum of Natural History		
Account Title	Facilities Capital, Revitalization		
Account Identification Code			
Name of Project	Continue Revitalization, National Museum of Natural History		
Project Number			
Project Partners			
This Project Is:	New Construction:		Revitalization of Existing Facility: XXX
Project/Useful segment is funded:	Incrementally: XXX		Fully:
Did the Capital Planning Board approve the project?		Date:	1992
Did the Capital Planning Board approve the current funding proposal?		Date:	May 2004
Did the Smithsonian Board of Regents approve the project?		Date:	1992
Did Congress authorize the project? (If not required, indicate NA)		Date:	NA

B. PROJECT BASELINE		
Initial Baseline Date: 1992	Date of Baseline Change: August 2002	Indicate Here if Preliminary: XXXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of existing building, project phases if applicable, highlight changes from original baseline):</p> <p>Replace HVAC, ductwork, lighting, and electrical wiring. Abate and encapsulate asbestos and lead. Restore and upgrade the windows in the original building. Upgrade fire protection and detection systems, storm water systems, water distribution, sanitary, and power systems. Remove and replace the mezzanines to meet acceptable fire protection and accessibility standards. Modify staff restrooms to meet ADA requirements. Update the existing security system. Create a safe storage facility for the variety of hazardous chemicals used in the Museum's scientific research departments. Repair and replace deteriorated piping systems in the tunnels beneath the ground floor of the museum, including primary fire protection sprinkler mains, storm and sewage mains, and miscellaneous water and steam piping. Upgrade emergency power systems to bring the building's life safety systems into code compliance.</p> <p>The current (FY 2005) phase of the project continues the on-going Major Revitalization of the Natural History Building with the renovation of the building's mechanical and electrical systems and associated work. Focus in FY 2005 will be the completion of the renovation of the 6th Floor of the building's West Wing and the start of the Central Halls HVAC renovations (Halls 8, 9, 10, 23, 24, 25, & 7 West). All new air conditioning and heating distribution system are to be installed; the electrical system upgraded, including a new lighting system; and space modifications made to provide a more flexible and serviceable working environment in the both the West Wing offices/collections/lab areas and the Central Halls. The Central Halls project will be the first of two phases to renovate and restore the mechanical/electrical systems and architectural envelope of the building in preparation for the Ocean Exhibit currently under design for Halls 8, 9, 10, and 7 West.</p> <p>In FY 2007 the work will include replacement of the HVAC and associated renovation of the basement in the West Wing, the southwest section of the third floor in the main building, and Halls 27 - 30; installation of handrails and lighting upgrades in the rotunda; renovation of several critically deteriorated elevators; replacement of the main building windows; and renovation of utility tunnels, air towers and stair towers to improve air quality and fire egress.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		1985
Design Completion Date:		Ongoing (phases designed separately)
Construction Start Date:		Ongoing since 1988
Construction Completion Date:		Est. 2016
Building Occupancy Date:		Phased
Public Opening Date (if applicable):		NA

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3. Detail of Total Project Cost Estimate		Amount in \$Millions
CAPITAL COSTS		
Planning/Design		50.0
Revitalization/Construction		284.0
Contingency	Percentage: 12% of 284.0	34.3
Construction Management	Percentage: 10% of 284.0	28.5
Building Commissioning	Percentage: 1% of 284.0	2.9
TOTAL CAPITAL COSTS:		399.7
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		0
TOTAL PROJECT COST		399.7
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)		
Portions of estimate represent completed work; cost of remaining work based on experience with prior phases.		

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2004	Request to OMB						Date: Sept 2001	
FEDERAL Capital Costs	124.0	34.0	47.0	34.0	33.0	34.0	32.0	62.5	400.5
TRUST Capital Costs									
TOTAL CAPITAL COSTS	124.0	34.0	47.0	34.0	33.0	34.0	32.0	62.5	400.5
Non-Capital Costs									
TOTAL PROJECT FUNDS:	124.0	34.0	47.0	34.0	33.0	34.0	32.0	62.5	400.5
PRIOR BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs	111.4	24.2	39.4	34.0	33.0	34.0	32.0	79.9	387.9
TRUST Capital Costs									
TOTAL CAPITAL COSTS	111.4	24.2	39.4	34.0	33.0	34.0	32.0	79.9	387.9
Non-Capital Costs									
TOTAL PROJECT FUNDS:	111.4	24.2	39.4	34.0	33.0	34.0	32.0	79.9	387.9
CURRENT BUDGET REQUEST	FY: 2007	Request to OMB						Date: Sept 2005	
FEDERAL Capital Costs	111.4	15.8	32.2	33.0	32.0	33.0	32.0	110.3	399.7
TRUST Capital Costs									
TOTAL CAPITAL COSTS	111.4	15.8	32.2	33.0	32.0	33.0	32.0	110.3	399.7
Non-Capital Costs									
TOTAL PROJECT FUNDS:	111.4	15.8	32.2	33.0	32.0	33.0	32.0	110.3	399.7
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	0	-8.4	-7.2	-1.0	-1.0	-1.0	0	+30.4	+11.8
TRUST Capital Costs									
TOTAL CAPITAL COSTS	0	-8.4	-7.2	-1.0	-1.0	-1.0	0	+30.4	+11.8
Non-Capital Costs									
TOTAL PROJECT FUNDS:	0	-8.4	-7.2	-1.0	-1.0	-1.0	0	+30.4	+11.8
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
In order to allow funding of other priority projects, some of the work planned for FY 2006 was phased and some was deferred to FY 2007. The cost increase is primarily additional escalation required because of the delayed construction, but also includes some future design costs not previously included.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Federal and Trust)			
Facilities Costs (Operations & Maintenance, Security, Safety):		0	.2
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:		0	.2
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
No additional operating costs currently anticipated beyond an increase in utilities used by new equipment.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 06		FY 07		FY 08		FY 09		FY 10		FY 11		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2003				Request to Congress								Date: Feb 2002			
TOTAL FEDERAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
PRIOR BUDGET REQUEST	FY: 2006				Request to OMB								Date: Sept 2004			
TOTAL FEDERAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
CURRENT BUDGET REQUEST	FY: 2007				Request to OMB								Date: Sept 2005			
TOTAL FEDERAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:		0		0		0		0		0		0		0		0
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:		0		0		0		0		0		0		0		0
Explanation of Change:																

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

The windows in the main building are original and are so badly deteriorated they no longer provide a proper seal; they are also covered with layers of lead-based paint. The 40-year-old HVAC, control, fire protection and suppression, and laboratory exhaust systems are all 20 years past their projected normal useful life and break down frequently. The automatic temperature control system is obsolete and does not operate satisfactorily to maintain stable temperature and humidity necessary for long-term preservation of the collections. Seventy percent of the electrical lighting and power panels in the building are more than 30 years old. The emergency power system is inadequate to operate the more than 40 elevators, 3 fire pumps, and emergency lighting in the building in the event of a major power outage. Restrooms for the public, and some for staff, have been modified to make them accessible, but 22 staff restrooms in the building still do not meet ADA requirements. Asbestos has been abated in all major equipment rooms and in the attics, but it remains in duct wrap, mastic, pipe insulation, and most of the vinyl floor tile. Lead in old paint is present throughout the building, and must be abated or encapsulated. To meet pressing space needs, mezzanines have been added over the years in a haphazard fashion; none have sufficient fire separation from adjacent spaces, they are inaccessible to persons with disabilities, and many are overcrowded to the point of structural stress. None of these mezzanines can be renovated to meet code requirements. They must be removed or replaced. The Museum continues to outgrow its quarters, diminishing the space available for public use. When the building opened in 1910, 220,000 square feet of exhibit space was provided. Today, visitation has increased a thousand fold from the earliest days of the Museum, yet exhibits currently occupy 25 percent less space. Escalators installed in the 1970s are poorly placed and do not serve visitor needs. The museum's main public entrance from the National Mall, used by 80% of the museum's visitors, is not accessible to persons with disabilities. Presently, the only accessible entrance to the museum is at Constitution Avenue, a three-block journey for those arriving at the Mall entrance.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	
Project Manager:	Walter Ennaco, Office of Project Management, OFEO
Design Manager:	Various
Construction Manager (Res. Engineer):	Various
Program Manager/Liaison & Unit	Jerome Conlon Asst. Director Facilities Operations, NMNH
Other Management Plans (Executive/Steering Committees, etc.)	

C. Acquisition Plan (describe proposed contracting methodology):

Bids for each phase are solicited via a request for proposal in Federal Business Opportunities. Competition is based on best value, technical ability of offerors and price. Contracts are awarded on a firm fixed price basis.

PART III: CURRENT STATUS (describe performance against milestones)

Construction completed on the NMNH renewal includes the central cooling plant and emergency generator, HVAC equipment replacement and asbestos abatement in all mechanical spaces and attics, replacement of all windows in the east and west wings, the replacement of the roof, repair of the façade and skylights, installation of mechanical/electrical systems for the East and West wings, renovation of the East Wing 4th and 5th floors (36,000 square feet), renovations to Halls 13 – 16 (25,600 square feet) and Halls 11 & 30 (15,600 square feet), the HVAC Phase VI renovations to the Attic spaces and emergency power. Projects to be completed in late FY05 include the HVAC Phase IIC renovations for the 6th Floor West Wing and the Executive Conference Room relocation. The first phase of the construction of the FY 2004 -2007 HVAC renovations of Halls 7, 8, 9, 10 (22,000 sf) for the future Ocean Exhibit and Halls 23 -25 (14,600 sf) for permanent and temporary exhibits is 50% complete. Restoration and renewal includes complete replacement and upgrade of the HVAC system, electrical distribution system, fire protection and detection, plumbing systems, lighting, architectural restoration, and asbestos and lead abatement.

The final design of the last phase for the FY 2004–2007 renovation of Halls 7, 8, 9, 10 (22,000 square feet) for the future Ocean Exhibit is complete with award expected in late FY 2005. Designs for work to be funded with FY 2006 appropriations are nearing completion. Also design is underway for most of the work planned for FY 2007.

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PART I. A. SUMMARY OF PROJECT INFORMATION			
Location	Washington, DC		
Program Unit Sponsor	National Zoological Park		
Account Title	Facilities Capital, Revitalization		
Account Identification Code			
Name of Project	NZP, Asia Trail (includes Phase I: Renovate Deer & Tapir Area & Phase II: Elephants)		
Project Number	Phase I: 00003-02; Phase II: 02003-01		
Project Partners			
This Project Is:	New Construction:		Revitalization of Existing Facility: XXX
Project/Useful segment is funded:	Incrementally:	XXX	Fully:
Did the Capital Planning Board approve the project?			Date: June 2001
Did the Capital Planning Board approve the current funding proposal?			Date: May 2004
Did the Smithsonian Board of Regents approve the project?			Date: Sept. 2001
Did Congress authorize the project? (If not required, indicate NA)			Date: NA

B. PROJECT BASELINE		
Initial Baseline Date:	Date of Baseline Change:	Indicate Here if Preliminary: XXXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of existing building, project phases if applicable, highlight changes from original baseline):</p> <p>The National Zoo's Renewal Plan reorganizes and rebuilds the Zoo, grouping animals by their natural geographic locations. As its first major component, the mission of Asia Trail is to create a compelling, Asian themed path from the new Sloth Bear exhibit at the main entrance, to the renovated and expanded Panda House, and beyond to a world-class Elephant facility. The project will develop the Zoo's master planning objectives of providing ADA access, modernizing infrastructure, and opening up areas of the Zoo now closed to the public.</p> <p><u>Asia Trail Phase I:</u> In keeping with the Zoo's goals, Phase I will feature many of the Zoo's most charismatic "stars" in a cohesive immersion experience: sloth bears, clouded leopards, fishing cats, red pandas, Japanese giant salamanders, and giant pandas. The area will include state-of-the-art interpretive displays to connect the visitor's on-site experience with current research and conservation efforts at Front Royal and in the field to reinforce the importance of ecology and habitat conservation.</p> <p><u>Asia Trail Phase II:</u> Phase II will provide a new, larger facility for the long-term commitment to house, breed, and continue important research on a multi-generational herd of up to eight adult Asian elephants. The proposed facilities will include construction of a new Elephant facility, and will encompass approximately four adjacent acres to provide adequate year round housing, new exhibit yards, safe primary containment, and heavily landscaped perimeters. An innovative elephant trek feature is designed to exercise the animals as well as offer sensory stimulus outside their daily routine. Large pools and multiple enrichment devices in the animals' enclosures will allow the elephants to exhibit behavior traits currently restricted by space limitations. Accessible areas surrounding the elephant enclosures will let the public observe the elephants and keeper demonstrations with new and exciting interpretive programs. Smithsonian scientific research on elephants both in-situ and ex-situ will be featured in the exhibition.</p> <p>In both phases, the project will replace currently deteriorated animal facilities as well as replace severely inadequate site utilities. The work includes new water service to permit installation of fire suppression systems and meet the needs of the animals, new high-voltage electric service to increase capacity and replace the existing single phase service, improved sewer and storm water management, new gas service, new security systems, new perimeter fencing and railings, a new fiber-optic communications backbone, and installation of new public walkways that meet ADA guidelines. Existing holding buildings will be replaced with new structures to meet current USDA and AZA animal containment regulations. Holding buildings are designed for energy efficiency and fire suppression systems will reduce the hazard to the animal collection.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		Ph. I: October 2002; Ph. II: Mar 2003
Design Completion Date:		Ph. I: October 2003; Ph. II: TBD
Construction Start Date:		Ph. I: May 2004; Ph. II: TBD
Construction Completion Date:		Ph. I: April 2006; Ph. II: TBD
Building Occupancy Date:		Ph. I: April 2006; Ph. II: TBD
Public Opening Date (if applicable):		Ph. I: Summer 2006; Ph. II: TBD

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3. Detail of Total Project Cost Estimate		Amount in \$Millions		
CAPITAL COSTS		Ph. I	Ph. II	Total
Planning/Design		4.3	5.5	9.8
Revitalization/Construction		36.6	39.4	76.0
Contingency	Percentage: Ph 1 = 10%; Ph 2 = 16%	3.8	6.3	10.1
Construction Management	Percentage: Ph 1 = 8%; Ph 2 = 7%	3.2	3.3	6.5
Building Commissioning	Percentage: Ph 1 = .2%; Ph 2 = .8%	.1	.4	.5
TOTAL CAPITAL COSTS:		48.0	54.9	102.9
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		3.6	4.7	8.3
TOTAL PROJECT COST:		51.6	59.6	111.2
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)				
Estimate for Phase I based on awarded contract with appropriate contingencies, and includes construction of Otters habitat originally in Phase II; estimate for Phase II based on 35% design.				

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Outyears	Total
INITIAL PROJECT BASELINE: PRE	FY: 2003	Request to OMB						Date: Sept 2001	
FEDERAL Capital Costs	55.7	38.5							94.2
TRUST Capital Costs	3.6								3.6
TOTAL CAPITAL COSTS	59.3	38.5							97.8
Non-Capital Costs (TRUST)	3.1								3.1
TOTAL PROJECT FUNDS:	62.4	38.5							100.9
PRIOR BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs	51.8	16.0	32.5						100.3
TRUST Capital Costs	3.4								3.4
TOTAL CAPITAL COSTS	55.2	16.0	32.5						103.7
Non-Capital Costs (TRUST)	3.4	2.2							5.6
TOTAL PROJECT FUNDS:	58.6	18.2	32.5						109.3
CURRENT BUDGET REQUEST	FY: 2007	Request to OMB						Date: Sept 2005	
FEDERAL Capital Costs	51.8	9.0	18.0	5.0					83.8
TRUST Capital Costs				19.1					19.1
TOTAL CAPITAL COSTS	51.8	9.0	18.0	24.1					102.9
Non-Capital Costs (TRUST)	3.7	0	.9	3.7					8.3
TOTAL PROJECT FUNDS:	55.5	9.0	18.9	27.8					111.2
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	0	-7.0	-14.5	+5.0					-16.5
TRUST Capital Costs	-3.4			+19.1					+15.7
TOTAL CAPITAL COSTS	-3.4	-7.0	-14.5	+24.1					-8
TRUST Non-Capital Costs	+3	-2.2	+9	+3.7					+2.7
TOTAL PROJECT FUNDS:	-3.1	-9.2	-13.6	+27.8					+1.9
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs): Components of the project were rescheduled because of changing budgetary priorities. In addition, privately raised funds will supplement appropriations to complete construction.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY): 08	FTE	Amount (\$M)
Programmatic Costs (Federal and Trust)		9	1.1
Facilities Costs (Operations & Maintenance, Security, Safety):		13	1.0
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:		22	2.1
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
Programmatic Costs: This is a very preliminary estimate based on current costs for similar space at the Zoo, and reflects expected expansion in animal programs, exhibits and outreach activities, and horticultural requirements.			
Facilities Costs: Based on current design, OFEO estimates that there will be at least a 300% increase in building systems requiring maintenance, and additional public building space to be cleaned. The FTEs and dollars represent only the increased resources required to operate and maintain the renovated and enlarged facilities.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 06		FY 07		FY 08		FY 09		FY 10		FY 11		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2005				Request to OMB								Date: Sept 2003			
TOTAL FEDERAL OPERATING COST:					9	.7	10	.8	10	.8	10	.8	10	.8	10	.8
TOTAL TRUST OPERATING COST:					0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ANNUAL OPERATING COST:					9	.7	10	.8	10	.8	10	.8	10	.8	10	.8
PRIOR BUDGET REQUEST	FY: 2006				Request to OMB								Date: Sept 2004			
TOTAL FEDERAL OPERATING COST:			7	.5	18	1.6	22	2.1	22	2.1	22	2.1	22	2.1	22	2.1
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:			7	.5	18	1.6	22	2.1	22	2.1	22	2.1	22	2.1	22	2.1
CURRENT BUDGET REQUEST	FY: 2007				Request to OMB								Date: Sept 2005			
TOTAL FEDERAL OPERATING COST:							7	.5	13	1.0	22	2.1	22	2.1	22	2.1
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:							7	.5	13	1.0	22	2.1	22	2.1	22	2.1
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:			-7	-.5	-13	-1.0	-15	-1.6	-9	-1.1						
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:			-7	-.5	-13	-1.0	-15	-1.6	-9	-1.1						
Explanation of Change:																
Additional staffing for elephant facility will not be required until FY 2008, and will be added incrementally through FY 2010.																

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

The Zoo is more than 110 years old and its age and popularity have taken a visible toll. The Zoo's physical environment is deteriorating. Many of our largest creatures—lions, tigers, bears, elephants, giraffes, hippos,—are housed in our oldest areas. Yet families come to the Zoo primarily to see these species, often called "charismatic mega-vertebrates." The sloth bear exhibit, for example, was built in the late 1890s and is slated to be replaced in Asia Trail I. During FY2005 this facility had to be demolished for staff and animal safety reasons and the Sloth Bears moved to a temporary exhibit until the new facility is completed. The Elephant House was originally constructed in the 1930s. In addition, Asia Trail will address significant failing areas of the Zoo by developing the Zoo's master planning and renewal objectives of providing complete ADA access, enhanced visitor experiences and the replacement of obsolete and inadequate infrastructure systems with code-compliant mechanical, electrical, plumbing and drainage systems.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	Thomas Myers, Office of Planning and Project Management OFEO
Project Manager:	NA
Design Manager:	Eric Mucklow (Phase I), Office of Engineering, Design & Construction, OFEO Ric Hider (Phase II), Office of Engineering, Design & Construction, OFEO
Construction Manager (Res. Engineer):	Marc Muller, Office of Engineering, Design & Construction, OFEO
Program Manager/Liaison & Unit	Susan Ades, Head, Exhibits and Outreach, NZP; Bill Xanten, General Curator, NZP
Other Management Plans (Executive/Steering Committees, etc.)	

Project committee includes NZP senior staff from Animal Programs, Facilities Management and Construction, Exhibits and Outreach, Friends of the National Zoo, and Office of the Director.

C. Acquisition Plan (describe proposed contracting methodology):

Phase I Construction contract is a firm fixed price contract. The Contractor was selected from qualified bidders by the 'best value' method. The formula used was based 50% on best price and 50% on technical qualifications as determined by an evaluation panel. The contractor selected for phase I scored highest of seven competitors in both price and technical categories.

Phase II design has been negotiated with A/E firm already pre-qualified by Smithsonian Institution task order process. Construction will be a best value, firm fixed price contract with selection panel.

PART III: CURRENT STATUS (describe performance against milestones)

The Phase I construction contract was awarded in April 2004. Staggering increases in construction material commodities, largely due to steel and concrete prices, caused an increase to the base construction cost for Phase I to \$31 million. During the same time period, Phase II concept development changed from the renovation of an historic structure that currently houses the Asia elephants to an open area of the Zoo containing minimal structures. This reduced the cost estimate for Phase II by \$10.3M and that was applied to offset the increased cost of Phase I construction. Phase I construction is proceeding on schedule with opening expected in summer 2006.

Phase II design is progressing through 35%, with 100% design documents due in September 2005. The \$14.5 million in FY 2005 will be used to complete Phase I construction (\$10.3 million), and to relocate animals occupying the proposed Phase II site. Following the relocation of these animals, demolition of buildings, retaining walls and utilities can begin in preparation for Phase II with funds provided in FY 2006.

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PART I. A. SUMMARY OF PROJECT INFORMATION			
Location	Gamboa town site, Panama, Republic of Panama		
Program Unit Sponsor	Smithsonian Tropical Research Institute		
Account Title	Facilities Capital		
Account Identification Code			
Name of Project	Gamboa Research Facilities		
Project Number	0279112		
Project Partners			
This Project Is:	New Construction:	x	Revitalization of Existing Facility:
Project/Useful segment is funded:	Incrementally:	x	Fully:
Did the Capital Planning Board approve the project? Yes			Date: May 2004
Did the Capital Planning Board approve the current funding proposal? Yes			Date: May 2004
Did the Smithsonian Board of Regents approve the project? (If not required, indicate NA)			Date: Sept 2004
Did Congress authorize the project? (If not required, indicate NA)			Date: In process

B. PROJECT BASELINE	
Initial Baseline Date: June 2004	Date of Baseline Change: Indicate Here if Preliminary: XXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of exhibiting building, project phases if applicable, highlight changes from original baseline):</p> <p>* Gamboa Site Development Plan includes 13 acres of area to be developed for scientific research. The Plan also includes an additional 156 acres of adjacent tropical forest that has been assigned to STRI at no cost.</p> <p>* The site plan itself consists of the construction of 70,200 square feet of laboratories, offices, and support areas, for the following purposes: a) Tropical Forest Science, b) International Cooperative Biodiversity Groups, c) Molecular Systematics and Evolution Program, d) Tropical Neurophysiology and Behavior and e) Research and Education Center. Once the plan is fully executed, there will be 61,000, square feet of laboratories and office space, 7,000 square feet for an Educational Center and 2,200 square feet for infrastructure facilities.</p> <p>* The site, originally developed by Compagnie Universelle du Canal Interoceanique in the late 19th Century, hosts structures dating from the construction of Gamboa in the 1930's. The structures to be built will recall the historic town architecture, but will incorporate the latest technology to provide modern and efficient working laboratories.</p> <p>* Phase 1: From 2007 to 2009 - Construction of Tropical Forest Science, Research and Education Center and basic infrastructure for the whole complex – At the start of this phase, the land/property should be purchased (from Panama's Interoceanic Region Authority), and the design of Tropical Forest Science Bldg (Old Schoolhouse) should begin along with the design of the sewage treatment plan, the backup electrical generator, a new security/perimeter fence and general driveways and parking area. All these elements should be constructed and completed by the end of FY 2009</p> <p>* Phase 2: From 2010 to 2013 - Construction of International Cooperative Biodiversity Groups facilities, Molecular Systematics and Evolution Program facilities and Field Station restoration.</p> <p>* Phase 3: From 2014 to 2016 - Construction of Tropical Neurophysiology and Behavior Bldg and research outbuildings.</p>	
2. Detail of Overall Project Schedule	Month & Year
Planning/Design Start Date: (PDRI – Phase I)	7 July 2005
Design Completion Date: (Phase I)	January 2008
Construction Start Date:	April 2008
Construction Completion Date: (Phase I)	September 2009
Building Occupancy Date: (Phase I)	October 2009
Public Opening Date (if applicable):	n/a

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3. Detail of Total Project Cost Estimate			Amount in \$Millions
CAPITAL COSTS			
Land Acquisition			2.0
Planning/Design			1.2
Revitalization/Construction			8.7
Contingency	Percentage: 5%		0.5
Construction Management	Percentage: 15%		1.5
Building Commissioning	Percentage: 1%		0.1
TOTAL CAPITAL COSTS:			
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)			0.0
TOTAL PROJECT COST			14.0
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)			
Gamboa Master Plan Preliminary Design completed. SI approval in progress.			

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs		3.2	6.0	1.1	0.1	1.8	1.8		14.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS		3.2	6.0	1.1	0.1	1.8	1.8		14.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:		3.2	6.0	1.1	0.1	1.8	1.8		14.0
PRIOR BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs		3.2	6.0	1.1	0.1	1.8	1.8		14.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS		3.2	6.0	1.1	0.1	1.8	1.8		14.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:		3.2	6.0	1.1	0.1	1.8	1.8		14.0
CURRENT BUDGET REQUEST	FY: 2007	Request to OMB						Date: Sept 2005	
FEDERAL Capital Costs			3.2	6.0	1.2	1.8	1.8		14.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS			3.2	6.0	1.2	1.8	1.8		14.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:			3.2	6.0	1.2	1.8	1.8		14.0
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs		-3.2	-2.8	+4.9	+1.1	0	0		0
TRUST Capital Costs									
TOTAL CAPITAL COSTS		-3.2	-2.8	+4.9	+1.1	0	0		0
Non-Capital Costs									
TOTAL PROJECT FUNDS:		-3.2	-2.8	+4.9	+1.1	0	0		0
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
This project was deferred to FY 2007 due to competing priorities.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Museum Federal and Trust costs)			0
Facilities Costs (Maintenance, Operations Security & Support):		2	201
Central SI Support Costs (Overhead):			0
TOTAL ANNUAL OPERATING COST:			201
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
<p>Science programs will be consolidated in Gamboa – It is estimated that STRI will not incur in additional programmatic costs</p> <p>Maintenance costs – It is estimated that 2 additional FTE's will be required – Mechanical (HVAC, Electrical GenSet, Sewage Plant) and another, General Services – Additional amounts are required for building and grounds management</p> <p>Maintenance of Fire Protection Systems are estimated at \$19K (Contracted Service)</p> <p>Security Services for the site are estimated at \$96K (Contracted Service)</p>			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 06		FY 07		FY 08		FY 09		FY 10		FY 11		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2007				Request to OMB:								Date: Sept 2005			
TOTAL FEDERAL OPERATING COST:											2	.2	2	.2	2	.2
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:											2	.2	2	.2	2	.2
PRIOR BUDGET REQUEST	FY:				Request to OMB:								Date			
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CURRENT BUDGET REQUEST	FY: 2007				Request to OMB:								Date: Sept 2005			
TOTAL FEDERAL OPERATING COST:											2	.2	2	.2	2	.2
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:											2	.2	2	.2	2	.2
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:											+2	+2	+2	+2	+2	+2
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:											+2	+2	+2	+2	+2	+2
Explanation of Change:																
Includes an early estimate of facilities operational requirements.																

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

Historically, terrestrial tropical science at the STRI has been housed at Tupper Center in Panama City and on Barro Colorado Island. The high profile and explosive success of STRI's scientific enterprise, since the completion of the Tupper Building fifteen years ago and the final phase of infrastructure development on BCI in the last several years, requires that STRI focus itself on the development of new laboratories and office space aimed at accommodating and promoting the extraordinarily innovative research programs that have become the hallmark of STRI science. The Gamboa Site plan aims to consolidate STRI's terrestrial research enterprise in new and remodeled facilities in Gamboa; in turn, the research consolidation will permit STRI administration to consolidate its offices in the Tupper Center. The planned consolidation will permit the elimination of two old buildings (Tivoli Building, 1920; Pastor's House, 1935) on STRI's Tupper/Tivoli campus in downtown Panama City, and will permit STRI staff to vacate the 1935 wooden schoolhouse in Gamboa (bldg 56) and return that building to the ARI (gov't of Panama agency). Research staff currently located at 3 sites and in four different buildings will be relocated to the Gamboa campus. This major consolidation will lead to an immediate improvement in administrative efficiency and will establish a critical mass of researchers in a single location permitting improved flow of ideas and major equipment sharing.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	Fernando Pascal, Assoc. Director for STRI Facilities, OFEO
Project Manager:	Herbert Sedelmeier, OFEO
Design Manager:	Danny Constantino, Office of Engineering, Design and Construction, OFEO
Construction Manager (Res. Engineer):	Edmundo Rodriguez, OFEO
Program Manager/Liaison & Unit	Eldredge Bermingham, Smithsonian Tropical Research Institute

Other Management Plans (Executive/Steering Committees, etc.)

We have already invested in a Site Development Plan for Gamboa as well as a Project Definition Rating Index Session that took place on July 7th, 2005 – with a total score of 559 – Our next goal is to conduct a design competition and invite several A/E firms to participate.

C. Acquisition Plan (describe proposed contracting methodology):

A/E firm will be selected by a design competition
Construction firm will be selected by negotiated bidding

PART III: CURRENT STATUS (describe performance against milestones)

As indicated above, the PDRI (for phase I) was recently completed – next step is to conduct soil load bearing capacity tests first, and a design competition afterwards to select the design A/E team.

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PART I. A. SUMMARY OF PROJECT INFORMATION				
Location	Washington, DC, the National Mall			
Program Unit Sponsor	Office of Protection Services			
Account Title	Facilities Capital, Revitalization			
Account Identification Code				
Name of Project	Construct/Install Anti-Terrorism Protection			
Project Number	Multiple			
Project Partners				
This Project Is:	New Construction:	XXX	Revitalization of Existing Facility:	XXX
Project/Useful segment is funded:	Incrementally:	XXX	Fully:	
Did the Capital Planning Board approve the project?			Date:	Oct 2001
Did the Capital Planning Board approve the current funding proposal?			Date:	May 2004
Did the Smithsonian Board of Regents approve the project?			Date:	Jan 2002
Did Congress authorize the project? (If not required, indicate NA)			Date:	NA

B. PROJECT BASELINE										
Initial Baseline Date: January 2002	Date of Baseline Change: April 2003	Indicate Here if Preliminary: XXXX								
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of existing building, project phases if applicable, highlight changes from original baseline):</p> <p>The anti-terrorism major renewal program consists of multiple projects to reduce the Institution's vulnerability, including Mall-wide site adaptations, modifications to building perimeters and additions and modifications to building systems. The program will be implemented over multiple fiscal years with emphasis on the highest priority projects to reduce Smithsonian vulnerability to attack. The full program includes the following elements:</p> <ul style="list-style-type: none"> • <u>Construct Permanent Physical Security Barriers</u>: Install hardened perimeter barriers, pop-up barriers & guard booths (meeting established Government criteria) to provide a reasonable standoff distance from Smithsonian facilities thus ensuring vehicles (trucks) carrying explosives cannot drive immediately adjacent to our building exteriors. Estimated total cost is \$54.4 million. • <u>Mitigate Window Glass Hazards</u>: Modify windows, including film application with frame restraints or interior retro-fits to prevent glass from shattering into deadly shards. Remaining work to complete the Smithsonian facilities will occur at the NMNH, Renwick, Freer, Smithsonian Institution Building, Udvar-Hazy Dulles Center, Cooper-Hewitt, NMAI/ Heye Center, and Patent Office Building. Estimate total cost including NASM is \$66.5 million. • <u>Install Perimeter Camera Systems</u>: Provide exterior surveillance cameras and monitoring in the security control rooms. Full-time recording by these cameras will provide invaluable investigative information in the event of a potential security or terrorist related event. Estimated cost is \$0.7 million. • <u>Provide Electronic Access Control</u>: Install Electronic Access Control (card readers) at all public/staff separation points throughout SI facilities to restrict the public's ability to gain access to sensitive and critical areas. Estimate is \$0.7 million. • <u>Modify Air Intakes for Chemical, Biological and Radiological Mitigation</u> – Modify and protect facility air intakes and HVAC systems at all Smithsonian facilities to prevent or reduce the impact of a potential chemical/biological/radiological attack against major metropolitan areas or the Smithsonian. Current estimate is \$2.7 million. • <u>Provide Permanent Public Visitor Screening at NMNH and NMAH</u>: Install adequate numbers of magnetometers and x-ray equipment at each entrance of these two museums. This will improve security and speed the visitors' entry process into these popular museums. Planning/design studies are being conducted; however, no funding is currently defined for implementation. <p>FY 2007 REQUEST (Thousands of Dollars):</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">• Construction of NMAH & design of Quadrangle and HSMG permanent perimeter barriers</td> <td style="width: 20%; text-align: right;">\$8,000</td> </tr> <tr> <td>• Final design & installation of glass mitigation at PQB, Renwick, Freer & Castle, begin NASM design</td> <td style="text-align: right;">7,000</td> </tr> <tr> <td>• Add ultra-violet treatment to air handlers</td> <td style="text-align: right;">200</td> </tr> <tr> <td>Total Request</td> <td style="text-align: right;">\$15,200</td> </tr> </table>			• Construction of NMAH & design of Quadrangle and HSMG permanent perimeter barriers	\$8,000	• Final design & installation of glass mitigation at PQB, Renwick, Freer & Castle, begin NASM design	7,000	• Add ultra-violet treatment to air handlers	200	Total Request	\$15,200
• Construction of NMAH & design of Quadrangle and HSMG permanent perimeter barriers	\$8,000									
• Final design & installation of glass mitigation at PQB, Renwick, Freer & Castle, begin NASM design	7,000									
• Add ultra-violet treatment to air handlers	200									
Total Request	\$15,200									
2. Detail of Overall Project Schedule		Month & Year								
Planning/Design Start Date:		2002								
Design Completion Date:		Multiple sites and Projects								
Construction Start Date:		Multiple starts								
Construction Completion Date:		FY 2013								
Building Occupancy Date:		NA								
Public Opening Date (if applicable):		NA								

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3. Detail of Total Project Cost Estimate			Amount in \$Millions
CAPITAL COSTS			
Planning/Design:	Percentage: 10% of 107.0		10.7
Revitalization/Construction			97.0
Contingency	Percentage: 10% of 97.0		9.7
Construction Management	Percentage: 7% of 97.0		6.8
Building Commissioning	Percentage: .5% of 97.0		.4
TOTAL CAPITAL COSTS:			124.6
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)			0
TOTAL PROJECT COST			124.6
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used) Preliminary estimates based on experience with similar work in Smithsonian buildings and in other government agencies in Washington DC. Estimates will be refined as design for specific projects is completed.			

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2003	Request to Congress						Date: Feb 2002	
FEDERAL Capital Costs	52.4								52.4
TRUST Capital Costs									
TOTAL CAPITAL COSTS	52.4								52.4
Non-Capital Costs									
TOTAL PROJECT FUNDS:	52.4								52.4
PRIOR BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs	12.9	14.0	12.6	17.3	15.3	23.8	15.0		110.9
TRUST Capital Costs									
TOTAL CAPITAL COSTS	12.9	14.0	12.6	17.3	15.3	23.8	15.0		110.9
Non-Capital Costs									
TOTAL PROJECT FUNDS:	12.9	14.0	12.6	17.3	15.3	23.8	15.0		110.9
CURRENT BUDGET REQUEST	FY: 2007	Request to OMB						Date: Sept 2005	
FEDERAL Capital Costs	12.9	8.9	15.2	18.5	25.8	18.3	25.0		124.6
TRUST Capital Costs									
TOTAL CAPITAL COSTS	12.9	8.9	15.2	18.5	25.8	18.3	25.0		124.6
Non-Capital Costs									
TOTAL PROJECT FUNDS:	12.9	8.9	15.2	18.5	25.8	18.3	25.0		124.6
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	0	-5.1	+2.6	+1.2	+10.5	-5.5	+10.0		+13.7
TRUST Capital Costs									
TOTAL CAPITAL COSTS	0	-5.1	+2.6	+1.2	+10.5	-5.5	+10.0		+13.7
Non-Capital Costs									
TOTAL PROJECT FUNDS:	0	-5.1	+2.6	+1.2	+10.5	-5.5	+10.0		+13.7
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs): The Institution's request was not included in the President's Budget for FY 2005, and the FY 2006 request was reduced to allow other high revitalization priorities to be funded. Additional design and experience with awarded contracts have increased the estimated costs for installation of permanent barriers.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Federal and Trust)			
Facilities Costs (Operations & Maintenance, Security, Safety):			
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:		0	0
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates): No additional operating costs are currently projected, although resources may be needed for maintenance of mechanical and electronic security devices, additional security monitoring and personnel in possible additional guard booths. Requirements will be verified upon completion of design.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 06		FY 07		FY 08		FY 09		FY 10		FY 11		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2005		Request to OMB:										Date: Sept 2003			
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
PRIOR BUDGET REQUEST	FY: 2006		Request to OMB:										Date: Sept 2004			
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CURRENT BUDGET REQUEST	FY: 2007		Request to OMB:										Date: Sept 2005			
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
Explanation of Change:																

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

Since the terrorist attacks on New York and Washington, DC on September 11, 2001 the Smithsonian Institution has developed a comprehensive plan for reducing the risk of a terrorist attack occurring at a Smithsonian museum. The plan results in minimizing the potential damage to people, collections, and buildings should a terrorist attack take place. With the help of outside experts, SI staff performed risk assessments, reviewed security and disaster preparedness plans, and commissioned blast assessments for Smithsonian public buildings. This resulted in the following recommendations to mitigate against vulnerabilities: installation of physical barriers separating the buildings from the street, installation of anti-shatter window film (or interior retro-fits) to mitigate the effects of glass window walls and doors shattering during a blast event, increased building perimeter camera surveillance, improved building emergency voice systems, secured non-public building areas with electronic access control, electronic screening of mail and visitors for the most heavily visited museums, protection against chemical, biological & radiological attack, and mitigation against the effects of blast and progressive collapse.

The National Strategy for the Physical Protection of Critical Infrastructure and Key Assets, Feb 2003, identifies the SI as part of critical infrastructures and key assets. The popular recognition of the Smithsonian name, the American icons contained in its facilities, and the high level of public access and visitation (approx. 25 million/year) distinguish the Smithsonian facilities from other government office buildings. If funding is not provided, there is an increased likelihood of damage to people, collections and buildings in the event of a terrorist attack.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	NA
Project Manager:	Judson McIntire, Office of Planning and Project Management, OFEO
Design Manager:	Multiple
Construction Manager (Res. Engineer):	Multiple
Program Manager/Liaison & Unit	David Sousa, Office of Protection Services, OFEO

Other Management Plans (Executive/Steering Committees, etc.)

The SI Anti-Terrorism Security Improvement Program/Project is sponsored and overseen by Office of Protection Services (OPS) senior staff. The project management of the program, including planning, design, and construction is being accomplished through a partnership of OFEO Offices; Office of Protection Services, Office of Planning and Project Management, and Office of Engineering, Design & Construction.

C. Acquisition Plan (describe proposed contracting methodology):

Acquisition of the perimeter security barriers will be phased and likely follow traditional design/ bid/ build contracting methods. Acquisition of smaller projects requiring new design and construction services will be accomplished through existing relationships such as GSA (Blanket Purchase Agreements) and SI Indefinite Delivery Indefinite Quantity (IDIQ) contracts. Some other elements will be accomplished through modifications to existing design and construction projects.

PART III: CURRENT STATUS (describe performance against milestones)

The Office of Protection Services has completed risk assessments of all major SI facilities; completed blast assessments of NMNH, NMAH, NASM, SIB/AIB, POB and HMSG; installed temporary barriers around NASM, NMNH and NMAH and partial barriers at HMSG, AIB/ Quadrangle/ Freer; implemented full electronic screening of all visitors at NASM and temporary screening at NMNH and NMAH; completed installation or awarded contracts for select CCTV, Emergency Voice (or P/A) Systems and Glass Mitigation projects. A contract for permanent barrier construction at NASM was awarded in late FY 2004 and completion is scheduled for mid FY 2006; 35% design for the balance of the Mall barriers was completed early in FY 2005. Glass mitigation is complete at some facilities, is ongoing or in design at others.

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PART I. A. SUMMARY OF PROJECT INFORMATION				
Location	Suitland, Maryland			
Program Unit Sponsor	National Museum of Natural History			
Account Title	Facilities Capital, Construction			
Account Identification Code				
Name of Project	Construct Museum Support Center Pod 5			
Project Number	0230101			
Project Partners				
This Project Is:	New Construction:	XXX	Revitalization of Existing Facility:	
Project/Useful segment is funded:	Incrementally:	XXX	Fully:	
Did the Capital Planning Board approve the project?				Date: January 2002
Did the Capital Planning Board approve the current funding proposal?				Date: May 2004
Did the Smithsonian Board of Regents approve the project? (If not required, indicate NA)				Date: September 2001
Did Congress authorize the project? (If not required, indicate NA)				Date: August 2003

B. PROJECT BASELINE		
Initial Baseline Date: June 2003	Date of Baseline Change: May 2004	Indicate Here if Preliminary:
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of exhibiting building, project phases if applicable, highlight changes from original baseline):</p> <p>The final scope of the project includes the following elements:</p> <ul style="list-style-type: none"> 92,500 gross square foot addition to Museum Support Center (MSC) for storage of biological specimens preserved in alcohol now located in National Museum of Natural History on the Mall and in MSC Pod 3. The new pod will contain 3 levels for storage. The height was determined based upon the requirement to provide appropriate space above and around the containers to provide adequate ventilation. The design of Pod 5 includes new shelving and compactor systems that are suitable for use with this kind of collection. 27,000 gross square foot Laboratory/research space is specially designed to accommodate the maintenance of alcohol collections that will be stored in Pod 5. The utility and access "street" will be extended from the existing building to connect Pod 5 to the rest of the building, as well as to provide a buffer between the storage pod and offices and laboratories. <p>The new pod is in accordance with the approved master plan for the Suitland campus. The initial FY 2003 estimated cost of \$30.4 million to construct this unique alcohol collections pod and laboratory building was based on schematic estimates using the similar designs of the existing Pods 1-4, which house "dry" collections. This pod and laboratory, housing and maintaining alcohol collections, has increased in cost to \$42.7M since the schematic design estimate. Cost increase is due to four factors: 1) A major spike in the cost of steel and other building materials world wide. The facility has large amounts of steel reinforced concrete structure, HVAC air handlers and ductwork, and fire sprinkler pipe. World steel prices have increased 65% in the past year. We estimate this has increased our cost by 20%. 2) The need to design an alcohol vs. a dry materials storage facility. There is no comparable facility of this magnitude to use as a basis for design criteria. The schematic design, although accounting for normal fire safety criteria, did not contemplate the complexity of the additional requirements for the higher levels of fire suppression (added sprinklers and water flows), fire detection (heat, smoke, and vapor), interior floor grates and drainage (to reduce the size of any alcohol spill or fire), ventilation (capable of keeping the air temperature at 65 degrees; added air exchanges per hour to reduce alcohol vapor concentration), structural (4 hour fire walls vs. a normal 2 hour building), emergency generator (sized to be capable of maintaining temperature and air exchanges) and fire compartmentalization. 3) The requirement to use mobile compactor shelving in order to accommodate all the alcohol collections in NMNH. The additional fire protection requirements will take up additional floor space, thus decreasing the usable net space. The only way to have enough storage space to move all the alcohol specimens from the Mall is to use compactor storage equipment, but the original estimate assumed the reuse of storage shelving currently housing the collections at NMNH. 4) The deferral of the final phase of funding from FY 2006 to FY 2007, which increased the construction time and related construction contractor overhead costs. The Institution investigated a number of options to complete the facility within the original estimate, and reduced the overall size of both the storage pod (from 120,000 SF to 92,500 SF) and the laboratory (from 42,000 SF to 27,000 SF). However, further reductions to the scope would render the final building unsuited for the storage and care of the alcohol collections. The project as currently scoped will provide the minimum space needed to move the alcohol collections from NMNH and support essential collections maintenance activities.</p>		
	Month & Year	
Planning/Design Start Date:	August 2003	
Design Completion Date:	May 2005	
Construction Start Date:	October 2005	
Construction Completion Date:	October 2007	
Building Occupancy Date:	November 2007	
Public Opening Date (if applicable):	N/A	

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3. Detail of Total Project Cost Estimate			Amount in \$Millions
CAPITAL COSTS			
Planning/Design			3.5
Revitalization/Construction			35.0
Contingency	Percentage: 5% of 29.5		1.5
Construction Management	Percentage: 8% of 29.5		2.4
Building Commissioning	Percentage: 1% of 29.5		0.3
TOTAL CAPITAL COSTS:			42.7
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)			0
TOTAL PROJECT COST			42.7
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)			
Estimate based on 100% design.			

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2003	Request to OMB						Date: Sept 2001	
FEDERAL Capital Costs	28.3								28.3
TRUST Capital Costs									
TOTAL CAPITAL COSTS	28.3								28.3
Non-Capital Costs									
TOTAL PROJECT FUNDS:	28.3								28.3
PRIOR BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs	20.3	19.9							40.2
TRUST Capital Costs									
TOTAL CAPITAL COSTS	20.3	19.9							40.2
Non-Capital Costs									
TOTAL PROJECT FUNDS:	20.3	19.9							40.2
CURRENT BUDGET REQUEST	FY: 2007	Request to OMB						Date: Sept 2005	
FEDERAL Capital Costs	19.2	18.1	5.4						42.7
TRUST Capital Costs									
TOTAL CAPITAL COSTS	19.2	18.1	5.4						42.7
Non-Capital Costs									
TOTAL PROJECT FUNDS:	19.2	18.1	5.4						42.7
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	-1.1	-1.8	+5.4						+2.5
TRUST Capital Costs									
TOTAL CAPITAL COSTS	-1.1	-1.8	+5.4						+2.5
Non-Capital Costs									
TOTAL PROJECT FUNDS:	-1.1	-1.8	+5.4						+2.5
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
Prior year reductions include rescissions/reductions to the FY 2004 and FY 2005 Appropriations. The Institution's request for FY 2006 was reduced based on budget priorities, and funding for the project further phased to FY 2007; Congress partially restored the FY 2006 funds. The overall project cost increase is attributable to the lengthening of the construction period, including escalation, extended general conditions, and changes to construction sequencing. Application of the additional FY 2006 funding may result in some savings and shorten the scheduled completion.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY): 2007	FTE	Amount (\$M)
Programmatic Costs (Museum Federal and Trust costs)		0	0
Facilities Costs (Maintenance, Operations Security & Support):		3	.6
Central SI Support Costs (Overhead):		0	0
TOTAL ANNUAL OPERATING COST:		3	.6
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
Estimate to be revised as design of the building progresses. Future estimates will include programmatic costs, and facilities costs, including security and other facilities staff and utilities.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 06		FY 07		FY 08		FY 09		FY 10		FY 11		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2004				Request to OMB:								Date: Sept 2002			
TOTAL FEDERAL OPERATING COST:						.2	3	.8	3	.6	3	.6	3	.6	3	.6
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:						.2	3	.8	3	.6	3	.6	3	.6	3	.6
PRIOR BUDGET REQUEST	FY: 2006				Request to OMB:								Date: Sept 2004			
TOTAL FEDERAL OPERATING COST:						3	.8	3	.6	3	.6	3	.6	3	.6	3
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:						3	.8	3	.6	3	.6	3	.6	3	.6	3
CURRENT BUDGET REQUEST	FY: 2007				Request to OMB:								Date: Sept 2005			
TOTAL FEDERAL OPERATING COST:							3	.8	3	.6	3	.6	3	.6	3	.6
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:							3	.8	3	.6	3	.6	3	.6	3	.6
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:					-3	-.8	0	+2	0	0	0	0	0	0	0	0
TOTAL TRUST OPERATING COST:																0
TOTAL ANNUAL OPERATING COST:					-3	-.8	0	+2	0	0	0	0	0	0	0	0
Explanation of Change:																
Because of the deferral of construction funding, operational requirements will not be needed until completion of Pod 5 construction in FY 2008.																

SMITHSONIAN INSTITUTION
Capital Asset Plan (Exhibit 300) for Revitalization and Construction
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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

The design and construction of Pod 5 is the Smithsonian's highest priority safety and security project. The Smithsonian has the world's largest collection of animal and botanical specimens preserved in alcohol. This irreplaceable collection is at risk of total loss because it is stored in space at the NMNH building on the Mall that does not meet the National Fire Codes. In addition, the events of September 11, 2001 have put a higher level of emphasis and increased necessity on proceeding with this project.

Renovating the existing space in the Mall Museum to become code compliant can only be achieved through extraordinarily disruptive and costly means. The resultant space would only house a fraction of the collections now located on the Mall due to the 500 square foot maximum for each storage room called for in the National Fire Codes. The safest solution is the construction of a fifth pod at the Museum Support Center in Suitland, where security inside the perimeter fencing provides the lowest risk. The fifth pod would effectively isolate the alcohol collections from vulnerable, less volatile collections in nearby existing pods.

While the preserved specimens will be housed in a state of the art, code compliant storage facility, it will not be possible to achieve the safe, efficient, and non-degenerative maintenance of the specimens in Pod 5 without adequate nearby laboratory space. Current maintenance facilities near Pod 5 do not comply with National Fire Codes for use of alcohol specimens in the amount necessary to properly maintain the collections. The existing facilities have little or no means to naturally ventilate in the event of a fire, increasing the risk of explosion and making it dangerous for fire fighters. The codes require flammable liquid work rooms to have liquid-tight floors and spill-proof containment or drainage, but these rooms do not. The walls, floors, and ceilings, along with the ventilation system, throughout this current building are inadequate for an alcohol fire and the fire systems could easily be overtaxed. A major spill, or a fire involving the application of lots of water, would spread liquids to adjacent areas and lower floors. The codes require such rooms to be separated from adjacent spaces by fire-rated construction, and to be provided with adequately designed ventilation and heavy duty fire suppression systems, none of which is present now. Common maintenance of alcohol preserved specimens in this area will put the surrounding irreplaceable "dry" collections, Smithsonian staff, and fire-fighters at risk. Construction of laboratory space near Pod 5 will provide appropriate maintenance facilities meeting all life safety codes.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	
Project Manager:	Walter Ennaco, Office of Project Management, OFEO
Design Manager:	Diane Crisen, Office of Engineering, Design and Construction, OFEO
Construction Manager (Res. Engineer):	Vincent Cogliano
Program Manager/Liaison & Unit	Jerome Conlon, Asst. Dir. For Facilities Operations, NMNH
Other Management Plans (Executive/Steering Committees, etc.)	

The NMNH has formed a Pod 5 Executive Committee consisting of Jerome Conlon, Elizabeth Dietrich (Move Coordination Office) and senior representatives of from the Fishes, Invertebrate Zoology and Vertebrate Zoology departments.

C. Acquisition Plan (describe proposed contracting methodology):

Bids for construction have been solicited via a request for proposal in the Federal Business Opportunities. Competition is based on best value, technical ability and price. This will be a FY05 multi-year firm fixed price contract award for the base construction with options to insure full scope award.

PART III: CURRENT STATUS (describe performance against milestones)

The facility planning phase PDR1 was used in the development of the A/E Consultant's Scope of Work. With Congress' approval to reprogram RR&A funds, the Smithsonian awarded the A/E contract on June 1, 2003 with Ewing Cole Cherry Brott for a total price of \$3,295,501 with current changes and including design support during construction. The programming charrette was completed in September 2003 and the 50% design documents submitted in May 2004. The final PDR1 was successfully completed in September 2004 with the final design completed May 2005. The construction contract award milestone is scheduled for August 2005 and building construction is expected to be complete by October 2007 which includes time for equipment installation. The application of additional funds appropriated in FY 2006 are likely to result in a shortened construction schedule and some cost savings, but these will be negotiated with the contractor once the contract is awarded. Move-in of alcohol collections will begin upon occupancy of the facility.

SMITHSONIAN INSTITUTION

Capital Asset Plan (Exhibit 300) for Revitalization and Construction

PART I. A. SUMMARY OF PROJECT INFORMATION

Location	Washington, DC (exact location to be determined)			
Program Unit Sponsor	National Museum of African American History and Culture			
Account Title	Facilities Capital			
Account Identification Code				
Name of Project	National Museum of African American History and Culture			
Project Number	0495801			
Project Partners				
This Project Is:	New Construction:	TBD	Revitalization of Existing Facility:	TBD
Project/Useful segment is funded:	Incrementally:	XXX	Fully:	
Did the Capital Planning Board approve the project?			Date:	NA
Did the Capital Planning Board approve the current funding proposal?			Date:	May 2004
Did the Smithsonian Board of Regents approve the project? (If not required, indicate NA)			Date:	Sept. 2003
Did Congress authorize the project? (If not required, indicate NA)			Date:	Dec. 2003

B. PROJECT BASELINE

Initial Baseline Date: August 2004	Date of Baseline Change:	Indicate Here if Preliminary: XXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of exhibiting building, project phases if applicable, highlight changes from original baseline):</p> <p>The project scope will be defined once the site has been selected and further planning/programming for the new museum has been completed.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		October 2004
Design Completion Date:		TBD
Construction Start Date:		TBD
Construction Completion Date:		TBD
Building Occupancy Date:		TBD
Public Opening Date (if applicable):		TBD

SMITHSONIAN INSTITUTION
Capital Asset Plan (Exhibit 300) for Revitalization and Construction
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3. Detail of Total Project Cost Estimate		Amount in \$Millions
CAPITAL COSTS		
Planning/Design		
Revitalization/Construction		
Contingency	Percentage:	
Construction Management	Percentage:	
Building Commissioning	Percentage:	
TOTAL CAPITAL COSTS:		TBD
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		
TOTAL PROJECT COST		TBD
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)		
Project costs will be estimated as part of initial planning/programming phase in FY 2006, once site has been selected.		

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2006		Request to OMB					Date: Sept 2004	
FEDERAL Capital Costs		2.0							TBD
TRUST Capital Costs									
TOTAL CAPITAL COSTS		2.0							TBD
Non-Capital Costs									
TOTAL PROJECT FUNDS:		2.0							TBD
PRIOR BUDGET REQUEST	FY: 2006		Request to OMB					Date: Sept 2004	
FEDERAL Capital Costs		2.0							TBD
TRUST Capital Costs									
TOTAL CAPITAL COSTS		2.0							TBD
Non-Capital Costs									
TOTAL PROJECT FUNDS:		2.0							TBD
CURRENT BUDGET REQUEST	FY: 2007		Request to OMB					Date: Sept 2005	
FEDERAL Capital Costs			2.0						TBD
TRUST Capital Costs									
TOTAL CAPITAL COSTS			2.0						TBD
Non-Capital Costs									
TOTAL PROJECT FUNDS:			2.0						TBD
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs		-2.0	+2.0						0
TRUST Capital Costs									
TOTAL CAPITAL COSTS		-2.0	+2.0						0
Non-Capital Costs									
TOTAL PROJECT FUNDS:		-2.0	+2.0						0
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
Due to competing priorities, project initiation was deferred to FY 2007. Preliminary estimate of initial programming requirements only.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Museum Federal and Trust costs)			
Facilities Costs (Maintenance, Operations Security & Support):			
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:			TBD
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
Operating costs beyond the requests in FY 2005 (27 FTEs and \$3.9 million), FY 2006 (19 FTEs and \$2.9 million), and FY 2007 (24 FTEs and \$8.4) will be developed as planning proceeds.			

E. SUMMARY OF OPERATIONS FUNDING												
\$ Millions (1 decimal place)	Prior		FY 06		FY 07		FY 08		FY 09		FY 10	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2005				Request to OMB:						Date: Sept 2003	
TOTAL FEDERAL OPERATING COST:	27	5.0										TBD
TOTAL TRUST OPERATING COST:												
TOTAL ANNUAL OPERATING COST:	27	5.0										TBD
PRIOR BUDGET REQUEST	FY: 2006				Request to OMB:						Date: Sept 2004	
TOTAL FEDERAL OPERATING COST:	27	5.0	63	10.3								TBD
TOTAL TRUST OPERATING COST:												
TOTAL ANNUAL OPERATING COST:	27	5.0	63	10.3								TBD
CURRENT BUDGET REQUEST	FY: 2007				Request to OMB:						Date: Sept 2005	
TOTAL FEDERAL OPERATING COST:	27	3.9	-8	-1.0	24	5.5						TBD
TOTAL TRUST OPERATING COST:												
TOTAL ANNUAL OPERATING COST:	27	3.9	-8	-1.0	24	5.5						TBD
CHANGES (Prior Request to Current Request)												
TOTAL FEDERAL OPERATING COST:	0	-1.1	-71	-11.3	+24	+5.5						TBD
TOTAL TRUST OPERATING COST:												
TOTAL ANNUAL OPERATING COST:	0	-1.1	-71	-11.3	+24	+5.5						TBD
Explanation of Change:												
The FY 2005 appropriation was reduced by \$1.1M from the FY 2005 OMB request. In FY 2006, in order to fit the program into overall SI priorities, 8 FTEs were reduced from the FY 2005 request adjusting total FTEs to 19 FTEs and reduced total dollar request to \$2.9M.												

SMITHSONIAN INSTITUTION
Capital Asset Plan (Exhibit 300) for Revitalization and Construction
FY2007 Budget Submission

PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

Public Law 108-184, signed by the President on December 16, 2003, established within the Smithsonian Institution the National Museum of African American History and Culture (NMAAHC). The mission of the NMAAHC is to give voice to the richness and the challenges of the African American experience, make it possible for all people to understand the depth, complexity, and promise of the American experience, and serve as a national forum for collaboration on African American history and culture for educational and cultural institutions.

Establishment of the NMAAHC provides the Smithsonian Institution with a significant new vehicle for the collection, preservation, study, and exhibition of African American historical and cultural material reflecting the depth and breadth of African American life, art, history and culture. As indicated in P.L. 108-184, this effort will encompass the period of slavery, the era of reconstruction, the Harlem Renaissance, the civil rights movement, and other periods of the African American diaspora.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	Sheryl Kolasinski, Office of Project Management, OFEO
Project Manager:	Harold J. Rombach, Office of Facilities Planning and Resources, OFEO
Design Manager:	Jane R Passman, Office of Facilities Planning and Resources, OFEO
Construction Manager (Res. Engineer):	TBD
Program Manager/Liaison & Unit	Lonnie Bunch, Director, NMAAHC

Other Management Plans (Executive/Steering Committees, etc.)

To be determined.

C. Acquisition Plan (describe proposed contracting methodology):

To be determined.

PART III: CURRENT STATUS (describe performance against milestones)

The Institution is negotiating with a consultant to conduct the site evaluation, pending the availability of funding in FY 2005.

FINANCIAL MANAGEMENT

Exhibit 52

(in millions of dollars)						
Agency	Bureau	Line No.	Description	2005	2006	2007
	Smithsonian Institution		Report on Resources for Financial Management Activities	PY	CY	BY
			Accounting and Reporting			
		2001	No. of FTE	266	268	270
		2002	Obligations/Budgetary Resources	23.7	24.6	25.5
			Contractor Accounting and Reporting			
		2102	Obligations/Budgetary Resources	0.5	0.5	0.5
			Audits of Financial Statements			
		3001	No. of FTE	4	4	4
		3002	Obligations/Budgetary Resources	0.3	0.3	0.4
			Financial Management Systems			
		4001	No. of FTE	0	0	0
		4002	Obligations/Budgetary Resources	1	0.9	2.4
			Subtotal			
		5001	No. of FTE	270	272	274
		5002	Obligations/Budgetary Resources	25.5	26.3	28.8
			Adjustments			
		6001	No. of FTE			
		6002	Obligations/Budgetary Resources			
			Total, net			
		7001	No. of FTE	270	272	274
		7002	Obligations/Budgetary Resources	25.5	26.3	28.8
			Audits of Financial Statements			
			Component Contracts Audit Costs			
		8102	Obligations/Budgetary Resources	0.0	0.0	0.0
			Component In-house Costs			
		8201	No. of FTE	0	0	0
		8202	Obligations/Budgetary Resources	0.0	0.0	0.0
			Org-wide Financial Statements:			
			Contract Audit Costs			
		9102	Obligations/Budgetary Resources	0.1	0.1	0.2
			In-House Audit Costs			
		9201	No. of FTE	4	4	4
		9202	Obligations/Budgetary Resources	0.2	0.2	0.2
			Total, all reporting entries:			
		9401	No. of FTE	4	4	4
		9402	Obligations/Budgetary Resources	0.3	0.3	0.4
		9998	Agency Contact	Minnie Carmichael		
		9999	Telephone Number	(202) 275-0322		

Agency IT Investment Portfolio

FY 2007 Budget Exhibit 53 - Agency

[illegible]

SMITHSONIAN INSTITUTION
PROJECTED OUTLAYS IN THE OUTYEARS
FY 2007 - FY 2011
(Dollars in Millions)

	FY 2007		FY 2008		FY 2009		FY 2010		FY 2011	
	<u>Budget Authority</u>	<u>Outlays</u>	<u>Budget Authority</u>	<u>Outlays</u>	<u>Budget Authority</u>	<u>Outlays</u>	<u>Budget Authority</u>	<u>Outlays</u>	<u>Budget Authority</u>	<u>Outlays</u>
Salaries & Expenses	572	567	596	593	621	617	646	643	673	669
Facilities Capital	167	112	169	146	176	169	168	171	175	173
Total	739	679	765	739	797	786	814	814	848	842

Dollars in Thousands
FTE = Full Time Equivalent

SMITHSONIAN INSTITUTION
APPLICATION OF NONAPPROPRIATED TRUST FUNDS - Summary

	General Trust				Donor / Sponsor Designated				Government Grants and Contracts			
	FY 2005		FY 2006		FY 2007		FY 2005		FY 2006		FY 2007	
	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate
MUSEUMS AND RESEARCH CENTERS												
American Museums												
6900 Anacostia Museum & Ctr for Afr. Amer. History	2	345	2	350	2	350	0	92	0	270	0	45
5100 Center for Folklife & Cultural Heritage	15	1,776	10	1,208	10	1,031	9	2,001	9	1,059	4	1,250
6800 Nat'l Museum of African American History & Culture	2	153	2	433	2	433	0	0	0	0	0	0
National Museum of American History - Summary	8	1,961	7	1,768	7	1,740	45	13,593	41	11,156	41	9,669
5500 --National Museum of American History, Behring Ctr	7	1,681	5	1,435	5	1,407	44	12,303	40	9,897	40	9,167
3000 --National Postal Museum	1	280	2	333	2	333	1	1,290	1	1,259	1	502
5000 National Museum of the American Indian	2	1,793	2	2,326	2	1,757	18	5,358	18	4,150	18	3,354
Subtotal, American Museums	29	6,028	23	6,085	23	5,311	72	21,044	68	16,635	83	14,543
Art Museums												
4800 Archives of American Art	0	148	0	103	0	96	14	1,323	16	1,439	16	1,320
5400 Arthur M. Sackler Gallery/Freer Gallery of Art	0	86	0	75	0	75	53	8,688	56	9,887	56	9,887
5800 Cooper-Hewitt, National Design Museum	18	2,489	17	2,844	17	2,844	13	3,284	12	4,430	12	4,430
5600 Hirshhorn Museum & Sculpture Garden	2	1,108	2	959	2	983	3	4,132	9	4,567	9	6,945
5700 National Museum of African Art	2	393	2	461	2	461	0	304	0	172	0	172
5200 National Portrait Gallery	3	622	3	677	3	703	4	1,961	6	4,978	6	1,945
5300 Smithsonian American Art Museum	4	676	5	678	5	679	22	5,705	21	8,684	21	5,993
Subtotal Art Museums	27	5,522	29	5,797	29	5,841	109	25,397	120	34,157	120	30,692
Science Museums and Research Centers												
3800 National Air and Space Museum	31	4,400	31	4,727	31	4,727	36	2,769	37	3,428	37	3,428
3300 National Museum of Natural History	9	2,193	9	2,199	9	2,199	28	7,294	28	7,454	28	7,454
3500 National Zoological Park	3	536	3	536	3	536	18	5,539	19	5,348	16	4,954
4000 Smithsonian Astrophysical Observatory	105	17,321	119	20,397	119	20,397	6	4,299	4	1,755	4	1,755
6400 Smithsonian Center for Materials Research	0	13	0	10	0	10	0	36	0	35	0	3
3900 Smithsonian Environmental Research Center	6	587	6	587	6	587	11	1,021	11	851	11	851
3400 Smithsonian Tropical Research Institute (inc FTEs not paid from NFC)	13	950	13	966	13	966	54	3,636	54	2,872	54	2,971
Subtotal, Science Museums and Research Centers	167	26,000	181	29,422	181	29,422	153	24,594	153	21,743	150	21,416
Total Museums and Research Centers	223	37,550	233	41,304	233	40,574	334	71,035	341	72,535	333	66,651

Subtotal, Science Museums and Research Centers 350 104,753 357 104,309 359 104,466

Total Museums and Research Centers 378 108,971 383 107,551 384 107,746

Dollars in Thousands

FTE = Full Time Equivalent

SMITHSONIAN INSTITUTION
APPLICATION OF NONAPPROPRIATED TRUST FUNDS - Summary

	General Trust				Donor / Sponsor Designated				Government Grants and Contracts			
	FY 2005		FY 2006		FY 2007		FY 2006		FY 2007		FY 2005	
	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate
PROGRAM SUPPORT AND OUTREACH												
Outreach												
6100 Smithsonian Inst. Traveling Exh. Svc.	7	871	7	678	2	681	2	1,589	0	20	0	0
3200 Center for Education & Museum Studies	4	540	4	539	0	165	0	90	0	0	108	75
9100 The Smithsonian Associates	13	1,385	13	1,370	5	644	4	964	4	664	0	0
7400 Smithsonian Affiliation Program	8	858	7	784	0	20	0	20	0	20	0	0
8200 National Science Resources Center	3	688	3	1,514	3	1,022	9	1,140	10	1,829	3	541
9200 Smithsonian Press	0	0	0	0	0	0	0	0	0	0	0	0
1900 Office of Fellowships and Grants	2	230	2	232	0	132	0	115	0	115	0	0
Subtotal Outreach	35	4,170	36	5,155	18	2,782	16	4,587	14	2,648	3	649
											3	977
											3	922
Communications												
3100 Visitor Info & Associates Reception Ctr	14	1,388	14	1,262	0	0	0	0	0	0	0	0
6500 Office of Public Affairs	4	1,096	4	1,055	0	0	0	0	0	0	0	0
Subtotal, Communications	18	2,482	18	2,317	0	0	0	0	0	0	0	0
Institution-Wide Programs												
0900 Collections Care and Preservation Fund	0	200	0	0	0	0	0	0	0	0	0	0
Subtotal, Institution-Wide Programs	0	200	0	0	0	0	0	0	0	0	0	0
Other Program Support												
3700 Museum Support Center	0	0	0	0	0	0	0	0	0	0	0	0
7200 Office of Exhibits Central	2	232	2	250	0	0	0	0	0	0	0	0
1700 Smithsonian Institution Archives	3	200	3	223	3	232	3	212	2	112	0	0
6300 Smithsonian Institution Libraries	11	984	11	982	1	2,035	1	573	1	553	0	12
Subtotal, Other Program Support	16	1,416	16	1,455	4	2,267	4	785	3	665	0	12
Total Program Support and Outreach	89	8,248	70	8,397	20	5,049	20	5,372	17	3,313	3	661
											3	977
											3	922
Administration												
184	24,802	196	27,604	196	27,456	3	2,126	1	1,102	1	862	0
											0	0
											0	2
											0	0
Facilities Services												
Facilities Maintenance	0	405	0	409	0	19	0	20	0	20	0	0
Facilities Operations, Security and Support & Rent	21	3,005	21	3,002	21	3,68	5	453	5	415	0	0
Total Facilities Services	21	3,410	21	3,411	21	3,87	5	473	5	435	0	0
											0	0
Grand Total, Smithsonian Institution	497	74,010	520	81,246	520	79,938	362	78,597	367	71,261	381	109,632
											386	108,530
											387	108,888

*The Donor/Sponsor Designated excludes intercompany reimbursements

SMITHSONIAN INSTITUTION LIBRARIES



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